

Department of the Army
Headquarters, United States Army Forces Command
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*FORSCOM Memorandum 1-11

Administration
STAFF ADMINISTRATIVE PROCEDURES

History. This memorandum supersedes FORSCOM Memorandum 1-11, dated 1 July 1998, and incorporates changes 1 through 6. It further reflects changes in the business processes between Headquarters, Forces Command (HQ FORSCOM) and the US Army Garrison, Fort McPherson.

Summary. This memorandum updates information on how to develop, staff, and submit information at HQ FORSCOM.

Applicability. This memorandum is applicable to all Headquarters agencies and elements assigned to HQ FORSCOM.

Proponent and exception authority. The proponents for this memorandum are the Deputy Chief of Staff, G-6 (DCS, G-6) and HQ FORSCOM Secretary of the General Staff (SGS). Changes to this memorandum are not official unless authenticated by the FORSCOM DCS, G-6 and the SGS.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to CDR, FORSCOM (AFCI-PR), 1777 Hardee Avenue SW, Fort McPherson, GA 30330-1062.

Distribution. This publication is available in electronic media only and intended for HQ FORSCOM staff only.

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*This memorandum supersedes FORSCOM Memorandum 1-11, dated 1 July 1998 and all changes.

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[GLOSSARY - ABBREVIATIONS](#)

CHAPTER 1

General

1-1. Purpose

The purpose of this memorandum is to prescribe administrative policy and staff procedures for HQ FORSCOM.

1-2. References

Required and related publications are listed in Appendix A.

1-3. Signature Authority

a. The Commanding General (CG) is responsible for policies, plans, decisions, orders, and instructions issued by this headquarters through command channels or through the use of authority lines. Individuals specified at figure B-1 may use FOR THE COMMANDER over their signature block on correspondence with command implications. Actual signature must be that of principal/deputy and may not be further delegated.

b. Procedures outlined above pertain to outgoing correspondence that tasks, requires other action by, or states a position to subordinate, lateral, or higher organizations. When not directive in nature, technical reports, instructions, or information may be routed through staff channels (e.g., FOR THE CHIEF OF XXXXX). These normally will be addressed to a corresponding official of another headquarters and signed by the staff agency chief or designated representative. Correspondence for information purposes only may be released by individuals designated by agency chiefs without use of an authority line.

c. As a general rule, outgoing communications will be signed at a level no higher than that of the incoming communication.

d. Command Group signature blocks are at figure B-2.

e. The Deputy Commanding General/Chief of Staff (DCG/CofS) can act for the Commanding General. In the prolonged absence of the DCG/CofS, an Acting Chief of Staff (ACofS) can be designated with signature authority. This delegation will be in writing. Papers prepared for signature of the DCG/CofS will not contain the FOR THE COMMANDER authority line.

CHAPTER 2

Staff Policy and Procedures

SECTION I

General Correspondence Guidance

2-1. Command Group Correspondence

As a minimum, the DCG/CofS will sign or release correspondence denying a request personally acted upon by a subordinate General Officer commander. The DCS, G-3/5/7 can deny operational rebuttals to a tasking. Individuals specified at figure B-3 or their designated representatives may sign correspondence denying

requests but only in areas where clear policy is already in effect, the request does not involve an exception to policy, and the request was not personally acted upon by a subordinate commander.

2-2. Preparing Correspondence

a. Follow guidance in AR 25-50, Preparing and Managing Correspondence, with the following exceptions:

(1) Standard font for correspondence created in HQ FORSCOM is Arial Bold 12, Black.

(2) In messages, a sentence may begin with an abbreviation, acronym, or brevity code if good judgment determines the meaning is clear to the recipients. This is not authorized in other correspondence, except for abbreviations preceding proper names. (For example, Mr., Mrs., Ms., or Dr. may be used to begin a sentence.)

(3) Internal correspondence between staff agencies and to the Command Group requires administrative review from that directorate/section/office for adherence to format. Automated spelling check functions will be used and ink changes are authorized.

b. When it is necessary to name a point of contact on correspondence for Command Group signature, use the following language as appropriate:

Colonel Smith, DSN 367-1234, can provide more information.

or

For more information, contact Colonel Smith, DSN 367-1234.

c. See Appendix C for common errors in correspondence/actions.

d. For preparation of the "Star Letter," see figure B-4.

e. Memorandums of Commendation will be addressed THRU the chain of command and FOR the recipient by name.

2-3. Forwarding Correspondence to the Command Group

a. The HQ FORSCOM Form 1048-E, Transmittal/Action/Control (available using JETFORM/FORMFLOW) will be used to forward actions for signature/approval or items of information to the Command Group and for correspondence between staff agencies.

(1) For signature/approval actions, assemble the package as described in figure B-5.

(2) For information items, staple the HQ FORSCOM Form 1048-E to the item being forwarded (e.g., information in response to command group taskers). The HQ FORSCOM Form 1048-E can provide information without enclosures and should be used for that purpose.

b. The following is a list of other correspondence authorized for use in the headquarters.

(1) Informal memorandums. Informal memorandums may be used for correspondence between staff agencies. Create informal memorandums on plain bond paper (figure B-6).

(2) **Decision Papers.** Decision papers use a bullet format to provide concise information [\(figure B-7\)](#). Decision papers should be used to provide information when HQ FORSCOM Form 1048-E is not suitable.

(3) **Keep the Commander Informed (KCI)** [\(figure B-8\)](#).

(4) **FORSCOM Form 114-E, Request to Brief the Command Group (JETFORM/FORMFLOW).**

c. **Tab enclosures to correspondence.** Arrange alphabetically in the order as they appear in the correspondence. See [figure B-5](#).

d. **Any enclosure printed in landscape** (printed along the long axis of the paper) will be assembled so that when the entire packet is rotated clockwise, the enclosure is right side up. Most common enclosures are paper copies of briefing slides.

e. **Correspondence for Command Group signature (except messages and letters) will show the office symbol of the originating staff agency and will be addressed to the head of an agency.** In letters, use office title of originating staff agency instead of office symbol.

f. **Correspondence (to include messages) signed by the Command Group** will be returned to the appropriate staff agency for dispatch. Date will be entered by originating office prior to mailing.

g. **If FORSCOM is responding to an action that was received via a “Memorandum For See Distribution” address and the CG is not listed in the distribution by name, then the FORSCOM response should be prepared for the DCG/CofS signature.**

2-4. Defense Message System (DMS), AIG Addresses or Address List (AL)

a. **Defense Messaging System (DMS)** replaced AUTODIN and is designated as the official messaging of record for organizational messages.

b. **On DMS messages for Command Group signature that require AIG/AL,** indicate the composition of the AIG/AL on HQ FORSCOM Form 1048-E to allow the releaser to know for whom the message is intended. The AL has a minimum of 30 addressees.

c. **[Figure B-9](#), is an example of a properly formatted DMS message.** Following the DMS example are screen captures of the six DMS tabs (Message, Military, Recipients, Advanced, AUTODIN, and Other).

d. **“Pass To” and “Personal For” requirements are placed under the “AUTODIN” tab, “Transitional” block, “Handling Instructions.” Place the name of the individual for “Personal For” under the “TO” block on the “Message” tab.**

2-5. Multiple Addressed Correspondence

a. Show address and distribution information on multiple addressed memorandums according to formats at figure B-10, Multiple Addressed Memorandum with Brief Group Addresses. Use authorized brief group addresses as shown in paragraph 2-6 below, when needed. Do not use an attention line with office symbols on brief group addresses.

b. Do not use brief group address if correspondence is intended for only selected installations and activities. In this case, show the address if the addressee reports directly to this headquarters. Example: Commander, First US Army (AFKA-IM), Fort Gillem. When the memorandum is intended for commands subordinate to commands listed in the brief group address, include instructions in the body of the memorandum that a copy will be furnished down to commanders of companies, batteries, troops, detachments, and comparable commands, as appropriate.

2-6. Authorized Brief Group Addresses

a. "Commanders, Major Subordinate Commands/Units Reporting Directly to FORSCOM" identifies and provides distribution to commanders of First US Army; Third US Army; Fifth US Army; US Army Reserve Command (USARC); I Corps and Fort Lewis; III Corps and Fort Hood; XVIII Abn Corps and Fort Bragg; US Army South (USARSO); 9th Signal Command; 32d AAMDC; National Training Center (NTC) and Fort Irwin; Joint Readiness Training Center (JRTC) and Fort Polk; 20th Support Command (also referred to as the Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE)); 7th Trans Group; 36th Engr Group; 49th QM Group, 52d Explosive Ordnance Disposal(EOD), Air Traffic Services Command (ATSCOM).

b. "Commanders, CONUSA" identifies and provides distribution to commanders of First US Army and Fifth US Army.

c. "Commanders, FORSCOM, with Installation Responsibilities" identifies and provides distribution to FORSCOM commanders who also have installation command responsibilities. These commanders include I Corps and Fort Lewis; III Corps and Fort Hood; XVIII Abn Corps and Fort Bragg; 3d Infantry Division and Fort Stewart; 7th Infantry Division and Fort Carson; 10th Mountain Division and Fort Drum; 24th Infantry Division and Fort Riley; 101st Air Assault Div and Fort Campbell; NTC and Fort Irwin, and JRTC and Fort Polk.

d. "Commanders, All FORSCOM Troop Units" identifies correspondence with intended distribution to all AC and USAR unit commanders. Distribution is to be down to company, battery, troop, and detachment level. Forces Command Mail/Distribution Center will mail one copy of any memorandum with this address line to Commanders, Major Subordinate Commands/Units Reporting Directly to FORSCOM, and Commander, FORSCOM, with Installation Responsibilities.

e. “Commander, United States Army Reserve Command (USARC)” identifies and provides distribution to all General Officer commands and USARC controlled installation commanders.

f. “State Adjutants General” identifies and provides distribution to National Guard Units under their jurisdiction, District of Columbia, Puerto Rico, Guam, the US Virgin Islands, and the United States. One copy will be mailed to all state NG headquarters; however, these copies must be enveloped by proponent using FORSCOM Pamphlet 25-50 for addresses.

g. Address correspondence and messages concerning Reserve Components to CDR, USARC and functional staff agencies of the Army Staff, National Guard Bureau, and Office, Chief of Army Reserve, as appropriate.

h. Include Commanders, US Army Pacific (USARPAC), as well as Commanders, CONUSA, when addressing information and directive material to subordinate commands concerned with the Reserve Components. It is necessary to spell out the addresses of these commanders since there is no single term that covers them.

i. Correspondence addressed to Chiefs, Primary and Special Staff Agencies, includes the Secretary of the General Staff (SGS).

SECTION II

Mail and Distribution

2-7. General

The FORSCOM Mail and Distribution (M&D) Center is operated by the Commander, Fort McPherson (IMSE-MPH-HRS-E), and is located in Room 155, Marshall Hall. Hours of operation are 0800-1500, Monday through Friday. The M&D Center provides for proper processing of all incoming and outgoing official mail and correspondence except Telecommunications Center (TCC) message traffic. Changes by the US Postal Service require addresses to contain a street address. United States Army official mail addresses on envelopes, both delivery and return, will be limited to five lines, each line limited to 30 characters (including spaces), formatted with a uniform left margin, typed in upper case, and with no punctuation marks except for the hyphen in the zip+4 mailing code. United States Postal Service (USPS) acceptable address standardization format for US Army Forces Command is at Appendix G. The last three lines of the addresses illustrated in Appendix G will be used for mail addressed to all Headquarters FORSCOM offices located at Fort McPherson.

a. Incoming mail/correspondence.

(1) Incoming mail and correspondence for distribution will be dispensed through mailboxes accessed from the hallway outside the M&D Center. The official mail manager, Room 155, will assign mailboxes, with combination lock, to Marshall Hall occupant agencies.

- (2) Agencies are required to pick up their M&D at least twice per day.
- (3) Only authorized employees may pick up incoming mail. The M&D personnel will not open mailboxes for unauthorized employees.
- (4) To change mailbox combination, agencies must submit a request, signed by the agency chief, to the official mail manager.
- (5) The M&D Center will deliver all incoming classified mail and distribution for FORSCOM agencies, including all registered, certified, USPS Express, FEDEX, and mail marked "FIRST CLASS - POSTMASTER: ADDRESS CORRECTION REQUESTED/DO NOT FORWARD" to the FORSCOM Classified Material Control Office (CMCO), Room 157, Marshall Hall for processing as shown in paragraph 2-8.

b. Outgoing mail/correspondence.

- (1) Unclassified correspondence, signed by staff directors/chiefs or their designated representatives, will be forwarded with sufficient copies, along with a completed original and duplicate copy of HQ FORSCOM Form 99-E, Distribution List for FORSCOM Correspondence (JETFORM/FORM-FLOW) to the M&D Center for dispatch.
- (2) The HQ FORSCOM Form 99-E will be used for dispatching unclassified multiple addressed correspondence to addressees listed on the form. The proponent staff agency is responsible for addressing and packaging the envelopes or packaging the documents and delivering them to the M&D Center. Outgoing mail requiring an attention line on the envelope or sent to addresses not listed on HQ FORSCOM Form 99-E must be delivered to the center packaged and addressed for mailing. After correspondence has been mailed, a copy of the HQ FORSCOM Form 99-E, annotated with the mailing date, will be returned to the originating office.
- (3) All outgoing mail must indicate the dispatching agency's "mail account number" on the front, upper left (beneath the return address) of the envelope or Mailing Label, DA Label 18-1. Outgoing mail received in the M&D center without properly annotated mail account number or typed address ([figure B-11](#)) will be returned to the originator for correction.
- (4) To ensure fast and efficient delivery of mail sent to HQDA and all addressees in the Pentagon, envelopes should be addressed as shown at [figure B-11](#). All mail sent to HQDA and Pentagon addressees, including mass distribution (orders, MTOES, etc.), must be placed in an official envelope and addressed by the originating office.
- (5) All outgoing classified mail and distribution will be hand carried to the FORSCOM Classified Material Control Office (CMCO), Room 157, Marshall Hall for processing as shown in paragraph 2-8 below.

2-8. Special Handling Mail (Classified Material)

All HQ FORSCOM special handling mail, incoming and outgoing, will be hand carried to the HQ FORSCOM Classified Material Control Office (CMCO), Room 157, for appropriate processing. The Commander, Fort McPherson (IMSE-MPH-HRS-E), is responsible for proper control and processing of all incoming/outgoing classified mail and distribution.

a. Incoming classified correspondence. Individuals receiving classified distribution from the CMCO must have on file an informal memorandum (figure B-12), signed by the agency director, designating a primary and alternate(s) to receive classified distribution. Designated individuals must possess at least a SECRET security clearance. The CMCO will distribute classified distribution only to the agency administrative office. Agency administrative offices will be responsible for distribution to their divisions.

b. Outgoing classified correspondence.

(1) All outgoing SECRET correspondence will be delivered by the action agency to the CMCO (Room 157, Marshall Hall) with properly prepared DA Form 3964 (Classified Document Accountability Record) in triplicate, per addressee, and two completed DA Labels 18-1 per addressee. DO NOT use HQ FORSCOM Form 99-E for classified material. DO NOT furnish envelopes or other mailing containers.

(2) All outgoing CONFIDENTIAL correspondence will be processed as above, except DA Form 3964 receipts are prohibited.

(3) The proponent agency is responsible for initiating any required "TRACER" action.

(4) All outgoing classified correspondence to be dispatched through the US Postal System (Registered, Certified, Express, 1st Class) or Federal Express (FEDEX) contract carrier system will be hand carried to the CMCO, Room 157, for dispatch. The CMCO is the only agency authorized to dispatch classified materials for FORSCOM.

c. The DOD and HQDA have authorized use of USPS Express mail and FEDEX contract carrier to transmit classified information (SECRET and below) when next-day delivery is an absolute requirement. Procedures established in paragraph 2-10 below will be followed when classified material must reach its destination by the following day.

d. TOP SECRET (TS) messages. The Telecommunications Control Center (TCC) will route all TS messages to the appropriate agency through the HQ FORSCOM TOP SECRET Control Officer (TSCO), located in Room 157, Marshall Hall. TOP SECRET Special Category (TS/SPECAT) messages will be processed in accordance with instructions/ directives from the appropriate agencies.

2-9. Internal Distribution

The Standard Form (SF) 65, US Government Messenger Envelope, will be used. Include agency/office symbol, attention line, location, and building number. Do not send empty envelopes to Commander, Fort McPherson, Publications Stockroom, Bldg 842, Fort Gillem.

2-10. Express Mail (USPS EXPRESS/FEDEX)

a. Express mail will be used **ONLY** when next-day delivery is absolutely essential to meet mission requirements. Because of the much greater cost, express mail is not to be used for the sole purpose of meeting a suspense date.

b. Requests for express mail service will be submitted by informal memorandum to the Chief, M&D Center, Room 155, Marshall Hall. Requests must be signed by the agency/division chief and submitted to the Chief, M&D Center before 1200 to ensure next-day delivery. Express mail will not be accepted on Friday, unless special arrangements have been made for a person to be available on Saturday at the addressee's office to accept custody of the mail.

c. To transmit classified material (SECRET/CONFIDENTIAL) via express mail, comply with subparagraphs a and b above and then deliver the following to the CMCO, Room 157, Marshall Hall:

- (1) Classified material to be dispatched.
- (2) Classified Document Accountability Record, DA Form 3964, properly prepared in triplicate, and two address labels, DA Label 18-1, per addressee.
- (3) The express envelope and address label obtained from the Chief, M&D.

SECTION III

Messages

2-11. Army Privacy Communications System (PCOMS) Messages

a. All PCOMS messages are prepared in Defense Special Security Communications System (DSSCS), DOI-103 (DSSCS Operating Instruction) format. The United States Message Transfer Format (USMTF) is a text format for messages prepared for transmission via the General Service (GENSER) communications network and/or Defense Messaging System (DMS). The USMTF is not compatible with the DSSCS. Use MILSTD 6040, DOD Interface Standards for USMTF.

b. Only messages containing sensitive compartmented information (SCI) are authorized to be sent as an EYES ONLY message. Unclassified and collateral classified messages of this type will be transmitted via the General Service

(GENSER) communications system or DMS as a PERSONAL FOR message. See AR 25-11 w/changes for restrictions and use of PCOMS messages.

2-12. PERSONAL FOR Messages

- a. PERSONAL FOR messages will not be readdressed without the expressed consent of the originator.
- b. Use the format at figure B-13 when preparing PERSONAL FOR messages.

CHAPTER 3

Staff Actions Preparation

Section I

STAFF ACTION FORMATS

3-1. HQ FORSCOM Form 1048-E

Use HQ FORSCOM Form 1048-E to send all hard copy actions to the CG or DCG/CofS for signature or approval. A director, deputy director, or executive officer will sign/initial this form before submitting to the Command Group.

- a. For packaging the HQ FORSCOM Form 1048-E, see paragraph 2-3.
- b. When correspondence is in response to a Command Group tasker, indicate so in the Discussion/Background block. Include the tasker at the last tab.
- c. In the "Discussion/Background," summarize the action, providing a brief description of what generated the action, factors that impact on it, and the desired Command Group action (e.g., signature, information, etc.). Describe any enclosures in the block entitled "Discussion/Background." These enclosures might be the incoming message, memorandum, letter, other documents relating to the action, and the SGS tasker. If possible, summarize these types of documents on the HQ FORSCOM Form 1048-E to avoid submitting a bulky package. The recommendation should be a clear and concise statement of what you want the Command Group addressee to do with the action/issue.
- d. Agencies submitting actions which require coordination among the staff will obtain coordination chops indicating concur/nonconcur in the blocks on the bottom of the HQ FORSCOM Form 1048-E prior to submitting to the Command Group. When there is a nonconcurrency, add a statement of nonconcurrency as the last page or next enclosure IAW figure B-14.
- e. When there is a statement of nonconcurrency, the originating agency will try to make adjustments to address the reasons for nonconcurrency and, when unsuccessful, prepare a consideration of nonconcurrency prior to

submitting the HQ FORSCOM Form 1048-E to the Command Group, using format at figure B-15.

f. When an action is high priority for signature, approval, or information, the reason the action is "Hot" should be clearly stated and highlighted in the background/discussion block of the 1048-E.

3-2. Daybook

a. The CG and DCG/CofS use the daybook for the following day's office activities (figure B-16). Be as thorough as possible in providing backgrounds, names/positions of attendees, itineraries, and details of issues. Copies of slides to be used must be provided. Draft slides can also be provided. Update changes ASAP. The intent is to ensure the CG and DCG are as knowledgeable as possible for the next day's activities.

b. Staff agencies must submit daybook entries (in duplicate) to SGS Admin Office NLT 1200 on the duty day prior to the scheduled event. The Admin Office will forward the completed book to arrive at the CG or DCG/CofS office NLT 1600 on the duty day prior to scheduled events.

c. Office calls, courtesy calls, and orientation briefings, as a minimum, require a daybook entry.

3-3. Trip Book

When the CG or DCG/CofS plan a visit to a unit/post, the SGS will task a directorate to put together a trip book for the trip.

a. The SGS tasker will specify a suspense (usually three working days before a trip) date for all input from the staff to be provided to the tasked directorate, give a brief description of the purpose of the trip, and indicate to whom information should be submitted. Unless stated otherwise, input is due NLT 1200 on the suspense date to the POC in the tasked directorate.

b. Input must be issue oriented. Background information should supplement issues. In addition to issues the FORSCOM staff generates, agencies should call their counterparts at the destination to request topics they plan to raise.

c. The tasked directorate will arrange the tasked input by issue rather than by staff sections. Staff directorates may submit voluntary information to keep the Command Group informed. This information will follow the specifically tasked issue.

d. The tasked directorate will provide a comprehensive executive summary for each trip book.

e. To ensure coordinated positions where there is staff overlap (budget, construction, personnel strength), the primary staff agency will consolidate and submit the inputs. For example, the Deputy Chief of Staff, G-8 (DCS, G-8) submits

all resource management issues, Deputy Chief of Staff, G-4 (DCS, G-4) submits all logistic issues.

- f. A KCI is the acceptable format.
- g. All CG trip books must be reviewed by the DCG/CofS.

3-4. Decision Papers

Decision papers will be limited to one page, be concise and to the point (figure B-7).

3-5. Keep the Commander Informed (KCI) Format

The KCI format is used to provide information to the CG. The format, shown in figure B-8, may be used, when appropriate, in staff actions and is used for Daybook/Trip Book entries.

3-6. Quick Turn Around (QTA)

- a. A “Quick Turn Around” document is a document in which the Command Group requires a quick response to information.
- b. Documents will be clearly denoted by the markings “QTA” located on the tasker or document for action.
- c. The document will be hand carried to the appropriate staff agency. Agencies located outside of Marshall Hall will be called to dispatch a courier.
- d. As a rule, an answer is expected by COB (1700) the same day. If the issue or question is complex and cannot be answered the same day, regardless of receipt time, notify the SGS. A response must be provided before COB (1700) the end of the third day.

SECTION II

Appointments for the CG

3-7. Briefings - General Guidelines

- a. Briefings should be clear and to the point. Generally, two-thirds of the time allotted for briefings should be for presentation and one-third for questions/discussion.
- b. Action agencies are responsible for scheduling the location of the briefing. See paragraph 8-6 regarding conference room scheduling procedures.
- c. Action agencies are responsible for ensuring all attendees have the appropriate security clearance and are aware of briefing date, time, and place. If any change is made to the schedule, the action agency is responsible for notifying all attendees.

d. If the DCG/CofS is attending the briefing, he/she must approve the tape recording of briefings and conferences. If tape recording is approved, the action agency must announce that fact at the beginning of the briefing.

e. If the briefing is to be held in the Executive Conference Room (ECR), the Command Conference Room (CCR), or the Kerwin Conference Room (KCR), action agencies must provide DSGS a complete by name list of General Officers, Senior Executive Service (SES) personnel, principal and special staff members as well as an approximate number of other attendees NLT one working day prior to the briefing.

f. When the briefing is for the CG or DCG/CofS, action agencies must provide the SGS Admin Office a daybook entry, in duplicate, by 1200 on the duty day prior to scheduled briefing.

g. For all meetings and VTCs involving the CG or DCG/CofS, action officers are required to prepare a list of participating stations. An STO VTC form is available using FormFlow (HQ FORSCOM Form 4647).

3-8. Visitors to HQ FORSCOM, Fort McPherson and the Atlanta Area

a. General

(1) Protocol is the focal point within HQ FORSCOM for managing and monitoring visits. Staff agencies will notify Protocol of all visitors, general officer and civilian equivalent, and provide a POC/telephone number. Protocol is available to advise and assist the staff on protocol matters.

(2) While the following outlines responsibilities and procedures that are normally applicable, each visit is unique; therefore, exceptions can be made to ensure that the best possible support is given each visitor.

b. Visit approval

(1) The DCG/CofS will approve official visits of key members of the DOD and DA staff; all commanders, deputy commanders, and chiefs of staff of major units and their civilian equivalent; foreign officials regardless of rank; and other visitors for whom contact with general officer members of the Command Group would be appropriate.

(2) Directors/chiefs of staff agencies may initiate or approve requests for visits by their staff counterparts from lateral and subordinate headquarters. The initiating/approving staff agency, assisted by Protocol, will be responsible for all aspects of the visit.

c. Protocol will -

(1) Coordinate official visits to FORSCOM and the Atlanta area of American lieutenant generals and above or civilian equivalent, and all foreign visitors; commanders, deputy commanders, and chiefs of staff of major units; and other visitors designated by the DCG/CofS.

(2) Monitor official visits to FORSCOM of all other American general officers and civilian equivalent and assist hosting staff agencies, as required.

(3) Publish a weekly list of distinguished visitors and key events.

(4) Schedule use of Lee Hall, Dickman Lodge, and Chaumont Lodge.

(5) Coordinate ceremonial honors, billeting, official functions and transportation.

(6) Arrange all luncheons and social functions hosted by Command Group general officers.

(7) Coordinate with DCS, G-2 to ensure the necessary clearances are obtained for foreign visitors.

(8) Coordinate for availability of briefing officers with appropriate language proficiency if other than English is required.

(9) Coordinate with DCS, G-1 for escort officer(s).

(10) Brief and assist designated action/escort officers with escort duties and preparation of visit plans.

(11) Prepare a visit plan for submission to the Command Group for approval of visit concept for visitors listed in 3-9c(1) above.

(12) Post the names of visitors (usually general officer or equivalent) on a sign in the lobby of Marshall Hall and coordinate with Garrison DPTMS for Main Gate marquee for four-star and above visitors.

d. Staff Agencies directors/chiefs responsibilities.

(1) Coordinate all aspects of agency hosted official visits to HQ FORSCOM and the Atlanta area for agency approved visits.

(2) Designate an action/escort officer from within their agency to meet the visitor at arrival point, assist in following itinerary, and accompany to point of departure.

(3) Comply with AR 380-10, Appendix I, concerning disclosure of classified information to foreign visitors.

(4) Upon receipt of a request, message, or any other communication which indicates a visit to FORSCOM, send the request through Protocol to the DCG/CofS, indicating, as a minimum, the date and purpose of the visit, arrival and departure data, if known; desired office calls within the Command Group; and desired luncheon/dinner if to be hosted by a Command Group general officer. The request will be forwarded for approval if the visitor is in a category specified above. Otherwise, it will be forwarded for information.

(5) Itineraries of all visiting general officers will be provided to the FORSCOM Protocol Office (figure B-17).

(6) Host luncheons unless a Command Group general officer elects to host. Luncheons hosted by Command Group general officers will be arranged by

Protocol, regardless of staff responsibility for conduct of visit. Luncheons will be “no host pay-as-you-go” unless otherwise designated.

3-9. Distinguished Visitor (DV) Accommodations

a. In order to ensure senior official visitors to HQ FORSCOM and Fort McPherson receive the best possible accommodations and service, Protocol handles the scheduling of available DV billets. Senior official visitors include lieutenant colonels (promotable) and above, civilian equivalent (GS-15 and above), and command sergeants major (when in an official status and at the request of the FORSCOM CSM).

b. The maximum period of occupancy is 10 days. Submit requests for exception to policy to Protocol that will be forwarded to the SGS for approval.

c. Reservations are based on a system of priorities and can be preempted at any time prior to occupancy (in the event of a demand to billet a person with a higher priority). Priority will be in the following order: active duty military and DOD civilian personnel on official business, active duty military personnel in a leave status, retired military personnel, and other authorized personnel. Reservations can be preempted because of operational requirements of HQ FORSCOM. In either case, Protocol will notify the preempted individual as early as possible. Protocol will also notify requesting agencies of preemption.

d. Request DV accommodations from Protocol during duty hours. If during non-duty hours, contact the Post Billeting Office, which will record the particulars of the request. Protocol will follow up the next day with the visiting official to confirm reservations and notify the requesting agency.

e. If necessary, Protocol will coordinate with the Fort McPherson Billeting Office for additional billeting.

f. Agencies are responsible for coordinating key pickup and payment fees with the Fort McPherson Billeting Office.

g. Fort McPherson Billeting Office will issue certificates of non-availability of government quarters and mess facilities, as required.

h. Parking for DVs is available through Protocol.

i. Office space for DVs is available through Protocol.

3-10. Military Aircraft

Travel by military aircraft (MILAIR) may be necessary because of mission requirements, scheduling constraints, or cost effectiveness.

a. In order to ensure legal requirements are satisfied, submit DD Form 2768, Mar 98, Military/Air Passenger/Cargo Request, (available using FormFlow/JetForm) to Protocol as soon as the travel details are available. Requests must be reviewed and signed by designated travel authorizing official within each directorate for filling out DD Form 2768 with the appropriate

information for colonels and below. For HQ FORSCOM brigadier generals and above, the approval authority for MILAIR request is the FORSCOM DCG/CofS. All requests will be signed by the senior federal traveler on the requested aircraft prior to forwarding to Protocol. Commercial air itineraries and costs will be attached to the request along with any additional information that assists in justifying the request for MILAIR.

b. All requests for overseas US Army military aircraft must be submitted to the FORSCOM Protocol Office (AFSG-PR) NLT 8 days prior to the desired flight.

3-11. Conferences

a. Protocol

(1) Provide advice and assistance to staff agencies on coordinating and conducting conferences.

(2) Provide accommodations within capabilities (i.e., Lee Hall, Dickman, and Chaumont Lodges).

(3) Coordinate and conduct Command Group-hosted conferences.

(4) Support, within capabilities, Staff Conferences (CRP), Retired GO Day, AFTB, Safety Council).

(5) Identify conference attendees of general officer rank or civilian equivalent for any conference at Fort McPherson or in the Atlanta area.

(6) Coordinate all arrangements and conduct conferences for which they have proponency, to include providing escort officers for visiting general officer participants.

b. Staff Agencies.

(1) Submit proposed conferences for subsequent FY in June of each year on HQ FORSCOM Form 51-E (Justification of Conference for FY____ Conference Planning Schedule Host Agency____). This is a multipurpose form that is used initially for estimation and as an after-action report to submit actual costs. This submission will be used to compile the conference program.

(2) Once the FY conference program for each staff agency is approved and the dollar limit set, agencies must remain within their budgets. If additional conferences are required causing the dollar limit to be exceeded, a decision paper with HQ FORSCOM Form 51-E should be submitted to DCG/CofS as soon as requirement is known. Staff all add-on conference requests through DCS, G-8 for funding consideration prior to submitting to the DCG/CofS.

(3) Limit the number of representatives to one from each location unless clear justification is provided for more. Also, clear justification should be indicated when the previous year's costs are significantly exceeded.

(4) Submit a memorandum for the DCG/CofS for proposed deletions or changes to the conference program as they occur.

(5) Identify conference attendees of general officer rank or civilian equivalent for any conference at Fort McPherson or in the Atlanta area.

(6) Coordinate all arrangements and conduct conferences for which they have proponency, to include providing for escort officers for visiting general officer participants.

(7) The proponent staff agency will submit HQ FORSCOM Form 51-E, Part II, After-Action Report to DCG/CofS through SGS Protocol 45 days after conference is completed.

3-12. Appearances (Dinners, Conferences, Speaking Engagements, or other Social Events)

Staff agencies should provide the CG's office (OCG) a telephonic "heads up" of any events to which he will be invited, for example, conferences, socials, speaking requests. These are added as a tentative entry on the master planning list maintained in OCG to preclude scheduling conflicts. (The telephonic "heads up" must be followed up with a hard copy invitation to become a firm commitment.) The list contains information, usually 12 months out, so submit requirements early. Provide the following to the appropriate DSGS, if applicable, NLT three working days prior to event.

- a. Schedule/itinerary to include social(s).**
- b. Attendee list. If a Command Group member is to make an address, provide audience composition.**
- c. A biographical sketch for general officers and civilian VIP attendees.**
- d. Proposed remarks if a member of the Command Group is to make an address.**
- e. Dress requirements.**
- f. Seating arrangements and menus, if applicable.**
- g. Ranking of visitor(s) relative to the Command Group member.**
- h. First or call name of personnel seated at the table/dais with the Command Group member.**

Chapter 4 Command Group Meetings

SGS Responsibilities

- a. The SGS will notify POC of any changes to date or time of the Command Group general officers' calendars via electronic mail.**
- b. The SGS will provide appropriate seating arrangement for those meetings attended by Command Group general officers that are held in the CCR,**

ECR, and KCR upon receipt of attendee information from the lead agency coordinating the meeting/briefing.

Chapter 5 Taskings

Section I Congressional, Presidential, and “Special Interest” Correspondence

5-1. General

- a. Processing this correspondence is governed by AR 1-20, Legislative Liaison.**
- b. Commander, Fort McPherson (IMSE-MPH-HRS-E) keeps record files and suspense control on all congressional, Presidential, and “Special Interest” correspondence. Copies of all documents related to these inquiries should be sent to this office.**
- c. Staff agencies assigned action on these inquiries will maintain control until all actions have been completed.**
- d. If the issue is controversial or particularly unusual in nature or has the potential to attract more than normal DA or congressional attention, agencies must brief the DCG/CofS prior to dispatching the response.**
- e. Presidential and congressional correspondence will not be sent to subordinate commands without Command Group approval. Refer congressional correspondence to the Command Group if there is any doubt about processing requirements or signature authority.**
- f. Process Presidential inquiries the same way as congressional inquiries. Only the CG or DCG/CofS will sign Presidential correspondence addressed directly to the White House.**

Section II Command Group Taskers and Suspenses

5-2. Procedures

- a. Final action/responses to a Command Group tasker are due to the Command Group NLT 1200, unless otherwise indicated, on the assigned suspense date.**
- b. All responses, except Trip Book input, Daybook entries, and HQ FORSCOM Forms 114-E (Request to Brief the Command Group) will be accompanied by HQ FORSCOM Form 1048-E.**
- c. Suspense dates are established by the SGS for the Command Group.**

d. The tasker is a computerized document containing the following information: Tasker number, title, suspense, action and assist agency, and instructions/guidance.

e. Taskers may be directed to a “lead” agency and an “assist” agency. When dual tasking is indicated on the SGS tasking document, it is the responsibility of the “assist” agency to provide its input directly to the “lead” agency. The “lead” agency establishes the suspense for “assist” agency input.

5-3. Coordination of responses to the Command Group

a. Final action/responses to a command group tasker, which requires coordination, is the responsibility of the “lead” agency.

b. The “lead” agency will establish a reasonable suspense date to allow adequate review time. Coordination will be documented on the HQ FORSCOM Form 1048-E with appropriate authentication and concur/nonconcurrency. Nonconcurrency, at a minimum, will be accompanied by comments. All coordination must be accomplished prior to submission to the command group.

5-4. Subordinate Commands

a. For those actions, which require the commitment of personnel, units, equipment, or other resources in support of an assigned mission or requirement, DCS, G-3/5/7 is the office responsible for the control, verification, and repository of all taskings to subordinate commands and installations. All tasking documents will be released by Central Tasking Branch, with the exception of those listed below; they will contain a tasking control number issued by Central Tasking, and display the symbol (AFOP-OCT) on the heading of the tasker.

b. All operational taskings for support of contingencies will be staffed and released by the Crisis Action Team (CAT) of Operations Division, DCS, G-3/5/7 (AFOP-OC/CAT). Central Tasking Branch will be informed of taskings and will be provided a copy of all messages.

c. All tasking for support of the Office of the Secretary of Defense Advanced Concept Technology Demonstration Program, Department of the Army Five-year Test Program and the United States Army Research Institute will be released by Advanced Concepts Office, DCS, G-3/5/7 (AFOP-ACO).

d. Exercise Troops Lists will be issued by Training Exercise Branch, Training Division, DCS, G-3/5/7 (AFOP-TRX).

e. Taskings for support of Counterdrug Operations will be released by Current Operations Division, DCS, G-3/5/7 (AFOP-OCC).

f. Those taskings listed above will be coordinated with Central Tasking prior to dispatch and will include Central Tasking as an info addressee.

g. Other than those listed above, the staff agency with primary staff interest will prepare the tasking document for release by the Central Tasking Branch. This document will include the following:

(1) The office symbol of Central Tasking Branch (AFOP-OCT) in the document heading.

(2) Released by the Chief, Central Tasking Branch, DCS, G-3/5/7.

(3) Name, office symbol, and DSN number of the action officer or staff agency preparing the document.

h. Taskings to subordinate installations/units will be communicated in writing and should provide a minimum of 90 days lead time prior to the required report/support date. Any tasking document which does not permit this lead time will be accompanied by justification as to the reason why adequate lead time could not be provided. Any tasking document which does not provide at least 45 days lead time must be approved by the FORSCOM Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7). This approval will be obtained by the staff agency having primary interest.

i. Taskings will be passed through the Corps Headquarters for their subordinate commands to include divisions and divisional installations.

j. Tasking documents that task FORSCOM units on Army installations will be addressed to the host installation commander with an information copy to the FORSCOM unit commander.

k. All tasking documents will follow the chain of command.

l. The FORSCOM Regulation 350-12 (Procedures for Tasking and Support from FORSCOM Installations and Units) outlines the policies and guidance for tasking of FORSCOM subordinate commands.

Chapter 6

Automated Services

6-1. Transfer Documents, Notes, Messages, and Files Created on Workstations with Electronic Mail (E-mail)

E-mail permits unclassified and classified FORSCOM Command and Control System (FC2S) users to send, receive, and exchange information electronically. E-mail can be used for the following:

- a. Send and receive messages, notes, documents, and files.
- b. Coordinate staff actions and schedules, using the current scheduling program.

6-2. Security Procedures

Security procedures on the use of electronic mail on the unclassified and classified FC2S networks are contained in AR 25-2, Information Assurance.

6-3. Appropriate Use

Use of e-mail must be in accordance with DOD Regulation 5500.7-R, Joint Ethics Regulation. Users should use e-mail resources responsibly and abide by normal standards of professionalism, personal courtesy, and good conduct at all times.

6-4. Processing Procedures

a. Messages, notes, documents, and files exchanged between users must be prepared in the proper format. When sending files or documents, ensure the addressee has compatible application software.

b. Ensure the addressee's supporting computer network can process messages with attachments such as documents and files. Problems may be encountered with other systems. Contact the FC2S Customer Service Center at 464-2222 for assistance.

c. Users are responsible for the creation, deletion and maintenance of their personal address book entries, distribution lists in personal groups, and private folders.

d. Read mail periodically and delete when no longer needed. Retain required messages on the hard drive, alleviating the need to store on the network.

e. Contact local Information Management Officer (IMO) for information and assistance.

6-5. FORSCOM Public Folders

Use the FORSCOM Public Folders on the unclassified FC2S network to post information for personnel in the field. Place notes, files, and documents in Public Folders for reading and downloading. Public Folders enable external users to have direct access to files and documents allowing for easy file and document transfer. The FORSCOM Bulletin Board is located in Public Folders.

6-6. Use of the Internet and World Wide Web (WWW)

a. Personal use of the Internet and WWW should be limited and reasonable IAW DOD 5500.7-R, Joint Ethics Regulation, para 2-301. Proper use is a user's responsibility and is subject to monitoring.

b. Staff directorates will ensure that all information placed on the WWW meets security requirements, as well as other criteria defined in DOD Web Policy, AR 360-1, The Army Public Affairs Program, and AR 25-55, The Department of the Army Freedom of Information Act Program, and FORSCOM Web Policy.

c. Each staff agency/directorate providing input to the FORSCOM web pages will appoint a "Page Master" to be responsible for ensuring publication of information on the WWW has been approved by the staff director or agency chief.

Information that will reside on FORSCOM's public web will be provided to the FORSCOM Public Affairs Office Web Administrator for approval.

Chapter 7

Information Management Services

7-1. Office Copiers and Printing

a. There are large volume copiers (i. e. Common Use) located throughout Marshall Hall for common use, available on a first-come, first-serve basis. Large volume copier use is limited to reproducing 25 copies per original not to exceed a total of 500 copies per job (number of originals multiplied by number of copies). The common use copiers will not be used to reproduce classified material. Classified reproduction is limited to copiers located in the staff agency administrative area.

b. High volume reproduction services are provided by the Defense Automation and Production Service (DAPS), Bldg 50. Service hours are 0730-1600.

(1) All services are provided on a cost reimbursable basis. Staff agencies and special staffs must budget for individual printing jobs. Assistance on how to complete DD Form 843 or DD 844 can be obtained from DAPS at ext 464-3959. Job specifications must be included on the DD Form 843. Both DD Form 843 and DD Form 844 are available using Form Flow Filler or at the Department of Defense (DOD) forms web site <http://web1.whs.osd.mil/icdhome/DD-0999.htm>.

(2) Reproducing classified material up to and including SECRET will be IAW AR 380-5, Department of the Army Information Security Program, and FORSCOM Memorandum 380-5, and may be reproduced only on staff agency office copiers or at the printing plant.

7-2. Command Publications

a. A draft FORSCOM publication will not be used to implement new or revised policy. A FORSCOM publication is not official until it has been authenticated by the HQ FORSCOM DCS, G-6.

b. Action officers will prepare FORSCOM numbered publications (supplements, regulations, pamphlets, circulars, and memorandums) IAW AR 25-30, The Army Integrated Publishing and Printing Program, and DA Pamphlet 25-40, Administrative Publications: Action Officers Guide.

c. Publications (such as user manuals, guidebooks, plans) that are currently unnumbered should be integrated into the publications system. Unnumbered publications are not distributed through the publications system, are not included in the FORSCOM Index of Publications and Blank Forms, have no established source of supply, have no standard distribution and frequently do

not reach all intended users. Including these documents into the publications system improves service to proponents and users.

d. Action officers who are writing/revising a FORSCOM numbered command publication will contact the Fort McPherson, Directorate of Human Resources, Administrative Services Division (ASD) (IMSE-MPH-HRS-E), telephone 404-464-2550, before they begin writing/revising.

(1) Action officers are responsible for ensuring that publications are ready for print (spell checked, coordination completed, and changes made) prior to forwarding to Fort McPherson, DHR, ASD (IMSE-MPH-HRS-E), Bldg 63, Fort McPherson.

(2) The editor reviews the draft and discusses the concept with the Action officer to ensure compliance with current policy and procedures. Contacting the editor in early stages, helps avoid publishing delays caused by extensive editing and reorganizing to comply with Army format.

e. Action officers will submit a finalized version of the publication on a diskette (in Microsoft Word using Times New Roman 10 point font size) along with hard copy for editing and formatting.

(1) Action officers should coordinate with Fort McPherson, DHR, ASD, Publications Editor (IMSE-MPH-HRS-E), 464-2550, to complete distribution requirement. Except where distribution restrictions prevent doing so, all FORSCOM command publications will be downloaded on the [FORSCOM Internet](#) in a Microsoft Word and/or Adobe Acrobat Portable Document Format (PDF). Printing hard copies of FORSCOM command publications is not recommended. Each staff directorate is responsible for costs incurred for printing and mailing/distributing its publications.

(2) All components of a publication, i.e., charts, appendixes, etc., should be in one document. Charts, etc., should be completed in Power Point or Excel, but should be included in the main document. A separate final version in electronic copy should also be included on the diskette for future changes.

(3) Action officers must coordinate with the Fort McPherson, Forms Manager (IMSE-MPH-HRS-F), 464-2545, when forms are included in FORSCOM publications.

f. The editor will return a draft copy to the initiating Action officer for final review. Action officers should annotate that the final draft is correct, date and initial. Upon receipt of the annotated and initialed copy, final copy of publication will be forwarded to DCS, G-6 (AFCI-PR) for authentication by the DCS, G-6 and returned to IMSE-MPH-HRS-E for download to the Internet and if required, as determined by the proponent, forwarded to DAPS for reproduction and subsequent distribution. When printing is required, the proponent will complete a DD Form 843 or a DD Form 844, Requisition for Local Duplicating Service, and HQ FORSCOM Form 129-E, Request for Editorial Service and Distribution of FORSCOM Command Numbered Publications

(JETFORM/FormFlow). The Government credit card may also be used to pay for printing. The HQ FORSCOM Form 129-E will be signed by the proponent directorate XO or deputy. These forms must be completed prior to the editor beginning work on the publication.

g. The FORSCOM numbered publications will not be changed by message or memorandum. Interim changes are rescinded as specified in AR 25-30, The Army Integrated Publishing and Printing Program.

h. Required coordination:

(1) Publications that establish new policy or announce major policy changes require Command Group approval. Accordingly, the staff agency must submit the decision paper with a copy of the proposed "draft" publication for CG approval.

(2) Any document that prescribes policy, responsibility, or procedures and represents the official views of FORSCOM must be approved by the DCG/CofS.

(3) Supplementation to ARs require HQDA proponent approval. Action officers should obtain HQDA proponent approval prior to submission to USAG Fort McPherson (IMSE-MPH-HRS-E).

(4) Staff agencies will coordinate with the Army National Guard (ARNG) and US Army Reserve (USAR) Advisors to FORSCOM on publications that affect Reserve Components (RC) prior to submission to USAG Fort McPherson, DHR, ASD (IMSE-MPH-HRS-E).

(5) Proponents should coordinate with the FORSCOM Staff Judge Advocate on FORSCOM Supplements, Regulations, and Circulars prior to submission to USAG Fort McPherson, DHR, ASD (IMSE-MPH-HRS-E).

(6) Following the publications of a new or revised publication, a notice should be submitted to the Mail Administrator for public announcement.

7-3. Policy Memorandums

a. When new information that is directive in nature (that which establishes new policy) must be issued to meet an urgent situation, a policy memorandum may be issued. A policy memorandum will not be used to change policy in an existing FORSCOM or higher level publication. (See paragraph 7-2g for guidance on publishing changes to FORSCOM command publications). Memorandums that reinforce, emphasize, or explain existing policy are not defined as policy memorandums and will not be controlled (control numbers and expiration dates will not be assigned). When contents are questionable, contact FORSCOM, DCS, G-6 (AFCI-PR), for a determination.

b. Policy memorandums are not intended to replace official FORSCOM command publications. Proponents must make every effort to incorporate policy memorandums into official publications before the 2-year expiration date. Accordingly, all policy memorandums must contain the following statement:

"This policy will be incorporated into the next change to (state appropriate FORSCOM, DA or DOD publication)." If there is no existing publication in which to add the information, a new FORSCOM command publication will be published. (See paragraph 7-2 for guidance on publishing FORSCOM command publications.)

c. Policy memorandums will be signed by the CG, DCG/CofS or SGS. When the CG, DCG/CofS, or SGS who signed a policy memorandum is no longer assigned to FORSCOM, the memorandum is no longer valid. Proponents must, at that time, determine if the policy is still necessary and submit a revised memorandum for signature by the current CG, DCG/CofS, or SGS.

d. Procedures:

(1) The proponent will use memorandum format to prepare a policy memorandum IAW figure B-20, Policy Memorandum. Contact USAG, Directorate of Human Resources, ASD, (IMSE-MPH-HRS), 464-7145 for control number prior to release to Command Group.

(2) The proponent will submit HQ FORSCOM Form 1048-E to the Command Group for approval/signature. The original, final policy memorandum and a completed HQ FORSCOM Form 99-E, Distribution List for FORSCOM Correspondence (JETFORM/FORFLOW), will be included as a tab.

(3) When the memorandum is signed, SGS will return the original with all enclosures to the proponent.

(4) The proponent will date the document, expiration date will be two years from the date of signature and submit the original and one copy of the signed policy memorandum, the HQ FORSCOM Form 1048-E approving release, and completed HQ FORSCOM Form 99-E and DD Form 843 (JETFORM/FORFLOW), with fund cite to Fort McPherson (IMSE-MPH-HRS-E) and forward to Defense Automated Printing Service for reproduction and distribution. The policy memorandum will be included in the next issue of the FORSCOM Policy Memorandums Index located on FORSCOM Intranet (Freddie) <https://freddie.forscom.army.mil/default-s.htm>.

(5) The proponent is responsible to ensure the policy memorandum is distributed to all necessary addresses and will maintain copies for additional distribution. Policy memorandums are not stocked by FORSCOM DCS, G-6 or at the Fort McPherson publications stockroom at Fort Gillem.

(6) The proponent will notify Fort McPherson, DHR, ASD (IMSE-MPH-HRS-E) and FORSCOM DCS, G-6 (AFCI-PR) when the contents of the new policy have been incorporated into a permanent publication so the policy memorandum can be rescinded.

(7) Memorandums establishing policy that are issued without following the above procedures will not be recognized as official FORSCOM policy.

7-4. Privacy Act (PA) and Freedom of Information Act (FOIA) Requests

Hand carry all PA and FOIA requests to Fort McPherson, DHR, ASD (IMSE-MPH-HRS-E), Bldg 205, Fort McPherson for control, date/time stamping, marking, and suspending within one day of receipt.

7-5. Defense Message System (DMS) Communications

Local Control Center (LCC)

- a. The LCC is located in the Network Operations Center (basement), Marshall Hall.**
- b. The LCC provides electronic message send/receive support. All outgoing messages will be prepared in United States Message Text Format (USMTF).**
- c. Outgoing Messages:**
 - (1) Unclassified outgoing messages will be released via DMS releaser using Fortezza (cryptographic token).**
 - (2) Classified outgoing messages will be released via DMS releaser using Fortezza (cryptographic token).**
- d. Incoming Messages:**
 - (1) Incoming unclassified messages will be delivered to DMS organizational accounts and further distributed via e-mail to individual/group accounts.**
 - (2) Incoming classified messages will be delivered to DMS organizational accounts and further distributed via e-mail to individual/group accounts.**
- e. All Fortezza cards used for processing both classified and unclassified messages will be labeled and secured with the appropriate classification and identification data IAW applicable regulations and procedural guides.**
- f. Administrative offices must provide to the LCC a memorandum with distribution instructions for DMS messages destined for their organizational accounts.**
- g. The DMS service operates 7 days a week, 24 hours a day.**

7-6. Guidelines and Courtesy Rules for Use of the Secure Intercom Phones

The following rules apply when using the Secure Intercom phones:

- a. If you are calling the CG or DCG/CofS or CSM, first call their respective Executive Officer or Administrative Assistant to determine whether or not the Principal is available to receive the call. If the Principal is available, make the call.**

b. Rule of Thumb: If the person you are calling is of equal or lesser rank, make the call. If you are junior to the person you are calling, check first with their Executive Officer or Administrative Assistant. Then make the call.

Chapter 8

Visual Information

Section I

FORSCOM Visual Information System

8-1. General

a. The FORSCOM Visual Information System (VIS) provides video/digital-based projection, imaging, and reservation video teleconferencing (VTC) support to Marshall Hall. The VTC room will be opened 30 minutes prior to start time. When scheduling a VTC for CG or DCG/CofS only the third floor VTC room will be used, unless otherwise directed. Major components of the VIS include the Defense Information System Network (DISN), DISN Transition Contract (DTC), the video teleconferencing facility (VTF), the Commanders Conference Room (CCR), the Executive Conference Room (ECR), the Kerwin Conference Room (KCR), the Staff Conference Rooms, the FORSCOM Operations Center (FOC), and the Command Observation Platform (COP).

b. The FORSCOM VTF is a reservation-based “Schedule D” room on the DTC contract and is part of the DISN Video Services – Global (DVS-G) network. The VTF provides point-to-point secure/non-secure and multipoint secure/non-secure video teleconferences.

c. The VIS is a sophisticated and complex array of interconnected electronic components. In the event of maintenance problems, electronic technicians can be reached at 464-3350/2290. **DO NOT ATTEMPT TO CORRECT SYSTEM MALFUNCTIONS.**

d. Command Conference Room AV/VTC Support. Users are responsible for coordination with TSC at 464-2312 to arrange for an AV/VTC operator. Only formally trained/certified operators may use AV/VTC equipment. Users must complete HQ FORSCOM Form 4647-E and submit it to the VTC scheduler (3d floor, main VTC room) to obtain VTC support.

8-2. FORSCOM VTC Support System (External to Marshall Hall)

a. The FORSCOM VTC network consists of the following studio locations:

Fort Bragg – 2 rooms

Fort Campbell

Fort Carson

Fort Drum

FORSCOM Memorandum 1-11

Fort Hood – 2 rooms

Fort Irwin

Fort McPherson (HQ FORSCOM/HQ USARC)

Fort Gillem

Fort Polk

Fort Riley

Fort Stewart

Fort Dix

Fort Lewis

b. Headquarters, Department of the Army (HQDA) as well as FORSCOM and other MACOMs (TRADOC, AMC, NETCOM, IMA) and other services (Air Force, Navy, and Marines) are supported by compatible network systems operating on the DISN Video Services – Global (DVS-G). With some exceptions, cross conferences can be held with studios on other networks. The FORSCOM network facilitator can conduct VTC calls with any VTC site on the DVS-G network. Interoperability with these networks can be handled on a case-by-case basis by calling the FORSCOM VTC Network scheduling at 464-7015/7055.

8-3. Procedures

a. The following procedures will be used for scheduling conferences. The requester will:

(1) Coordinate the request with the HQ FORSCOM facilitator at 464-7015/ 7055 to determine studio availability.

(2) Check with the points of contact at the conference locations to determine their availability for a conference at the specified date and time.

(3) Use HQ FORSCOM Form 4647-E to request studio time and submit form to the VTC scheduler. Reservation forms must be completed for conferences originating at FORSCOM and requests for studio time from distant stations. Directorate Executive Officers or designated representatives must approve the form before submission to the VTC scheduler.

(4) After confirmation, the requester will contact the conferees at all locations involved with the conference to verify times and dates.

(5) If a requester has a justified request for a conference on a particular date and normal time slots are already filled, the user may request other than normal operating hours. Overtime pay is the requesters' responsibility. This will be coordinated with the HQ FORSCOM facilitator. All user conflicts of time will be settled between users and not the Reservations Office.

(6) Request for conferences will be scheduled immediately; conflicts will be resolved by the user, Directorate Executive Officer, and Office of the Secretary of the General Staff (SGS). The SGS will review the VTC schedule on a daily basis.

b. The FORSCOM Network facilitator will:

(1) Schedule on automated reservation system and receive conference number for confirmation.

(2) Notify the requester and verify the reservation data.

c. In order to most efficiently use the core hours of the workday (0900 to 1400 EST/1400-1900 ZULU), a 2-hour time limit has been established for conferences between these hours. Reservations may be scheduled for additional time outside the core hours.

d. Command Group calls and calls due to national emergency or urgent mission need will take precedence. The SGS will prioritize the use of the VTC facilities.

e. For operating procedures, contact the FORSCOM/DA teleconference facilitator at 464-7015/7055 for assistance.

Section II

Command Group Conference Rooms

8-4. General

Headquarters, FORSCOM has three command conference rooms: The Kerwin Conference Room (KCR), the Command Conference Room (CCR), and the Executive Conference Room (ECR), and have nearly identical presentation support equipment.

8-5. Scheduling

a. The KCR, CCR, and ECR will not be routinely used for promotions or ceremonies.

b. The SGS will schedule the use of the KCR and CCR for all events except training for the AV/VTC personnel. When not scheduled, the AV/VTC section may use the KCR to gain/retain operating proficiencies and to test the equipment. The Conference Room Booking (HQ FORSCOM Form 1785) has been modified to include a request for Conference Room Bookings, Kitchen Privileges and a joint inspection form. This form is available in FormFlow and must be submitted to SGS for approval. Users are responsible for all support-required coordination in connection with AV/VTC requirements.

c. Requests for scheduling and coordination of the ECR must be submitted through the staff directorate DSGS to OCG. The ECR is controlled solely by OCG.

d. Staff agencies are responsible for scheduling the appropriate conference room through the SGS or OCG anytime there is a requirement. Submit requests as far in advance as possible, but not more than two months from the date required.

e. For the convenience of the staff, the SGS has established calendars for the KCR and CCR in Microsoft Outlook. All staff directorates have access to this calendar to ensure there are no problems when scheduling these conference rooms. When in doubt of the procedures, contact the SGS.

f. Unless otherwise indicated, the security clearance level of each room is SECRET.

8-6. Conference Room Standards

a. The KCR Layout. The main and satellite conference tables are NOT moveable. Stackable chairs may be brought in to increase seating. The Building Manager may approve use of the atrium chairs, but it is the user's responsibility to install and remove any chairs.

b. The CCR Layout. The CCR is in a horseshoe configuration. This configuration will not be changed without prior written approval from SGS.

c. Eating and Drinking. Eating and drinking in the KCR, CCR, and ECR, without written permission from the SGS, is PROHIBITED. This includes water, coffee, and soft drinks.

8-7. Kitchen Privileges (KCR Only).

a. The KCR includes a catering kitchen that is under the control of FORSCOM Protocol. This kitchen will remain locked at all times and will be accessed only with permission from the SGS/Protocol offices.

b. Items from the KCR catering kitchen will NOT be removed and used in other areas of the Headquarters' building. The Protocol Office will complete monthly inventories of all items in the catering kitchen. The catering kitchen with kitchen items, tables, linens, etc. is intended for use in support of official functions held in the KCR. To request use of these items for an official function, the lead directorate for the function will complete Section II, HQ FORSCOM Form 1785-E and send the completed form through SGS to the Protocol Office. The request must include the date, time, title of function, host directorate, host official, number of attendees, and nature of the support requested. Access will normally be granted only if Protocol personnel are involved in setup, teardown, and cleanup. If unsupervised access is permitted, the directorate will complete the joint inspection portion (Section III) of HQ FORSCOM Form 1785-E with Protocol to account for items used, their status, and inventory of all items at the end of the event.

8-8. Accountability.

a. **Signing for the KCR/CCR.** Prior to the use of the KCR/CCR, a member of the SGS will require the user to sign a hand receipt for the room and keys. A member of SGS and the user will execute a joint inspection (Section III, HQ FORSCOM Form 1785-E) when the conference rooms are issued and returned. A representative from Protocol will execute the joint inspection when kitchen privileges are authorized. Personnel in the FOC will NOT enter the KCR without contacting SGS in advance.

b. **Property.** Property from the KCR or CCR will NOT be removed without written approval from:

- (1) The SGS for main conference room property
- (2) The Protocol Office for kitchen property
- (3) The Fort McPherson, DHR, Training Support Center (TSC) for audio visual (AV) room equipment.

8-9. Security

It is the responsibility of the user to ensure that only cleared personnel are admitted to classified briefings/presentations. The correct security classification should be shown on the sign in the room (and at the two main KCR entrances).

8-10. Capabilities

a. Information in the CCR and KCR is presented via a video projector suspended from the ceiling. The CCR and KCR have two projectors for dual screen presentations. Vu-graphs, 35mm slides, 1/2-inch video tape computer, and Video Show floppy disks can be converted to video signals that appear on front projection screens.

b. Lecterns are equipped with touch screens so that a briefer can control the lights, sound, and screen images. Identical touch screens are located in the control rooms so that TSC operators may run the presentation support portion of a briefing. Telephones and an emergency alarm connect the lectern and TSC operator.

c. DCS, G-3/5/7 conference room has 1/2-inch video tape and diskette to video signal projected on a front screen.

8-11. Operating Procedures

a. After scheduling a conference room, TSC support can also be scheduled by calling the KCR, 464-6412; CCR 464-6551/7055.

b. Slides, vu-graphs, tapes, films, or disks should be delivered to the TSC operator a minimum of two hours before a briefing; more time is preferable. Staff

officers will screen their presentations in the appropriate conference room two days before presentation.

c. Due to the complexity and sensitivity of control room electronics equipment, access to the rooms will be controlled by TSC.

Section III

Dedicated Staff Conference Rooms

8-12. General

The seven small staff conference rooms are modestly equipped and controlled by the separate staffs.

8-13. Capabilities

a. Most rooms are equipped with a video monitor and a front projection screen, which is attached to the wall (with the exception of the DCS, G-2 conference room, which has rear projection).

b. In addition, each room has a video conference port. The DCS, G-3/5/7 conference room is equipped with video projection capability.

8-14. Training

Any orientation or assistance required for conference room equipment may be obtained by calling TSC.

Section IV

Computer Graphics

8-15. Capabilities

a. Computer graphics provides the capability to present high quality, color visual/graphics for briefings. Presentations to be made in Marshall Hall are normally created and displayed using Power Point software.

b. All Command Group conference rooms, as well as most directors' offices, are equipped with a computer containing Power Point software. Because the attributes (resolution, number of colors, etc.) in Power Point can be set differently, it is essential that all slides are created to the FORSCOM standard outlined in Appendix F.

c. Other graphics software such as Harvard Graphics can be converted to Power Point. Check the software manual for instructions or consult with TSC Graphics personnel for assistance.

8-16. Creating Images for Presentations at HQ FORSCOM

- a. FORSCOM Headquarters has standardized visual presentations for computer-based and video-based images. Approved formats for briefings conducted in Marshall Hall conference rooms are provided at Appendix F. A copy of the standards can also be obtained from Training Division, Training Support Branch, DCS, G-3/5/7.
- b. To ensure quality and consistency for command and VIP briefings representing FORSCOM headquarters, TSC is the preferred source for producing the final briefing material. Action officers should provide information to TSC as early as possible when developing such a briefing.
- c. Action officers can prepare internal and informational briefings using their preferred type of desktop presentation software provided the format complies with the provisions of the FORSCOM guidelines. Templates and clip art for briefing slides are available from TSC.
- d. It is important TO ALWAYS PREVIEW BRIEFING ON THE ACTUAL SYSTEM TO BE USED TO ENSURE SYSTEM COMPATIBILITY. This needs to be accomplished at least 48 hours in advance to allow time for correcting problems. Contact TSC office to arrange your preview.

SECTION V

FORSCOM Operations Center (FOC) & Command Observation Platform (COP)

8-17. Capabilities

- a. Electronic imaging capabilities in the FOC are the same as in the KCR.
- b. The FOC is equipped with rear projection screens.
- c. The FOC has a back-up system of optical projectors (i.e., 35mm, vu-graph, and 16mm).
- d. The COP is equipped with STU II and STU III phones, a microphone to address the FOC, a secure intercom, a monitor to observe teleconference activity, and a monitor to observe FOC graphics.
- e. The large video monitor in the COP displays the same video information which appears on the large rear projection screens in the FOC.
- f. The COP is equipped with a lectern from which either the entire FOC or just the COP can be briefed.

8-18. Operating Procedures

- a. Illustrator support for computer graphics requirements can be obtained from TSC.

b. The TSC technicians will operate and schedule maintenance on the electronic equipment in the control rooms (057 & 058). Accountability for equipment in these rooms and access control to the rooms will remain with the Training Support Officer/Visual Information Manager (TSO/VIM). Operation support can be obtained by calling TSC.

c. Visual information equipment located in the COP and on the open floor of the FOC will be hand receipted by TSC to the FOC hand receipt holder.

8-19. Training

Briefers requiring training on the COP lectern, FOC briefing officer consoles, and touch screen controls should call TSC.

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Appendix A - References

<u>Regulation</u>	<u>Title/Uniform Resource Locator</u>
AR 25-1	The Army Information Resources Management Program http://www.army.mil/usapa/epubs/xml_pubs/r25_1/cover.xml
AR 25-11	Record Communications and Privacy Communications System http://www.army.mil/usapa/epubs/pdf/r25_11.pdf
AR 25-30	The Army Publishing Program http://www.army.mil/usapa/epubs/pdf/r25_30.pdf
AR 25-50	Preparing and Managing Correspondence http://www.army.mil/usapa/epubs/xml_pubs/r25_50/cover.xml
AR 25-51	Official Mail and Distribution Management http://www.army.mil/usapa/epubs/pdf/r25_51.pdf
AR 25-52	Authorized Abbreviations, Brevity Codes, and Acronyms http://www.usapa.army.mil/pdf/r25_52.pdf Records Management and Declassification Agency https://www.rmda.belvoir.army.mil/rmdaxml/help/abbreviations.asp
AR 25-400-2	The Army Records Information Management System (ARIMS) http://www.army.mil/usapa/epubs/pdf/r25_400_2.pdf ARIMS On Line - https://www.arims.army.mil
AR 335-15	Management Information Control System http://www.army.mil/usapa/epubs/pdf/r335_15.pdf
AR 340-21	The Army Privacy Act Program http://www.army.mil/usapa/epubs/pdf/r340_21.pdf
AR 340-26	Duplicate Emergency Files Program http://www.army.mil/usapa/epubs/pdf/r340_26.pdf
AR 380-5	Department of the Army Information Security Program http://www.army.mil/usapa/epubs/pdf/r380_5.pdf

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- DA Pam 25-50** **Compilation of Army Addresses**
http://www.army.mil/usapa/epubs/pdf/p25_50.pdf
The US Army Address Lookup replaces tables 1 through 41 of DA Pam 25-50
<https://www2.arims.army.mil/aao/mainpage.asp>
- FORSCOM Pam 25-30** **FORSCOM Publications and Blank Forms Index**
(<http://www.forscom.army.mil/pubs/Pubs/2530/default.htm>)
- FORSCOM Suppl to AR 340-21** **The Army Privacy Program**
<http://www.forscom.army.mil/pubs/Pubs/SUPPL/FCSUPPLEMENT%201%20TO%20AR%20340-21.pdf>
- The Gregg Reference Manual** Glencoe Division of
Macmillan/McGraw-Hill School Publishing Company
- DOD Directives and Publications**
<http://www.dtic.mil/whs/directives/>
- Joint Electronic Library**
<http://www.dtic.mil/doctrine/index.html>
- US Army Publishing Agency Web sites**
<http://www.apd.army.mil/>
<http://www.army.mil/usapa/index.html>
USA Pubs are also available on the AKO web site

Appendix B - Figures

The following is a list of figures in Appendix B.

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Figure B-1. Signature Authority

The following is a List of Individuals Authorized to Sign Command Correspondence:

**Deputy Chief of Staff, G-1 (DCS, G-1)
Assistant Deputy Chief of Staff, G-1 (ADCS, G-1)**

**Deputy Chief of Staff, G-2 (DCS, G-2)
Assistant DCS, G-2 (ADCS, G-2)**

**Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7)
Assistant DCS, G-3/5/7 (ADCS, G-3/5/7)**

**Deputy Chief of Staff, G-4 (DCS, G-4)
Assistant DCS, G-4 (ADCS, G-4)**

**Deputy Chief of Staff, G-6 (DCS, G-6)
Assistant Deputy Chief of Staff, G-6 (ADCS, G-6)**

**Deputy Chief of Staff, G-8 (DCS, G-8)
Assistant DCS, G-8 (ADCS, G-8)**

Adjutant General (AG)

Chief, Internal Review (IR)

FORSCOM Inspector General (IG)

Staff Judge Advocate (SJA)

Secretary of the General Staff (SGS)

Chaplain (CHAP)

Public Affairs Office (PAO)

Figure B-2. Command Group Signature Blocks

Memorandum or Informal Memorandum

XXX X. XXXXXXXX
General, USA
Commanding

XXX X. XXXXXXXX
Lieutenant General, USA
Deputy Commanding General/
Chief of Staff

Letter *

Xxx X. Xxxxxxxx
General, US Army
Commanding Officer

Xxx X. Xxxxxxxx
Lieutenant General, US Army
Deputy Commanding General/
Chief of Staff

Star Letter *

Xxx X. Xxxxxxxx
General, US Army

Xxx X. Xxxxxxxx
Lieutenant General, US Army

Certificates

XXX X. XXXXXXXX
General, USA
Commanding
US Army Forces Command

XXX X. XXXXXXXX
Lieutenant General, USA
Deputy Commanding General/
Chief of Staff
US Army Forces Command

* Complimentary close for letters and star letters:

“Very respectfully,” when addressed to higher rank or position

“Sincerely,” - all others

“Very respectfully,” when CG writes to CINACOM, Chief or Vice Chief of Staff, Army.

“Very respectfully,” when CG writes to US Senators and Members of Congress

Message **

XXX X. XXXXXXXX, LTG, AFCG, 5054
XXX X. XXXXXXXX, LTG AFDCG, 5053

****Complimentary close for Personal For messages:**

Commanding General:

"Dave" (although he may vary) - when action addressee(s) of equal rank (GEN) or senior by position

"Warm regards" when action addressee(s) of subordinate rank (LTG or lower)

Deputy Commanding General:

"Very respectfully, Tom" - when action addressee(s) of higher rank or position

"Respectfully, Tom" - when action addressee(s) of equal rank

"Warm regards, Tom" - when action addressee(s) of subordinate rank

Chief of Staff:

"Very respectfully, John" - when action addressee(s) of higher rank

"Respectfully, John" or "Warm regards, John" when addresses(s) of equal or subordinate rank

Figure B-3. Suspense, Level of Approval and Signature Guidelines

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 1 of 5 Pages	
<i>This chart lists communications and staff actions that are of major interest to the Command Group. The normal processing time, level of approval and signature guidelines for HQ FORSCOM actions are indicated. Agency Director/Chiefs will determine, based on their personal knowledge of the individual situation, whether matters listed may be acted on without prior referral to the Command Group. Information copies of all actions taken on these matters will be provided the Chief of Staff. Other important matters not listed must also be identified by the Agency Director/Chief for referral to the Chief of Staff for approval or information, as appropriate.</i>							
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	CmdGp	Staff Agcy Dir/Chief w/cy to DCG/CofS		
1. Personal notes from the CG or DCG/CofS that request information or directs an action.		X				SGS (Dep SGS)	Staff agency director/ chief
2. Incoming communications addressed personally to the CG or DCG/ CofS.		X		X		SGS (Dep SGS)	Command Group
3. Incoming communications received.							
a. Direct from the President, Vice-President.	X			X		SGS	CG or DCG/ CofS

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or members of their staffs with replies to the White House.							
b. Direct from members of Congress, National and State governments, and other important civilian officials, and replies thereto.	X				X	SGS	Staff agency director/ chief
c. By referral from OCLL or other HQDA staff agency, or from any other source for reply or information on which to base a reply to officials indicated in a and b, above and replies thereto.		X			X	DCS, G-6	Deputies, staff agencies, or designated representative

Figure B-3. Suspense, Level of Approval and Signature Guidelines (Continued)

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 2 of 5 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to DCG/CofS		
4. Incoming communications signed personally by a general officer.							
a. CINC of Unified/ Specified Cmds, or their deputies; DA Chief of Staff or Vice Chief of Staff; Chairman Joint Chief of Staff, or Vice Joint Chief of Staff	X			X		SGS (Dep SGS)	Command Group
b. DA Staff chiefs (G-1, G-2, G-3/5/7, G-4, DCSRDA, COA, and ACSI).			X		X	Staff agency director/chief	Staff agency director/chief
c. CG or DCG, or CofS of subordinate commands.			X		X	SGS (Deputy)	Staff agency director/chief
d. CG or DCG of			X	X		SGS (Deputy)	Command

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lateral command.							Group
e. A general officer not indicated above.		X			X	Staff agency director/chief	Command Group or Staff agency director/chief
5. Recommended nonconcurrence and disapproval:							
a Recommended nonconcurrences in actions proposed by higher or lateral commands		X		X		SGS (Deputy)	Command Group
b. Recommended disapproval of actions proposed by subordinate commands signed by a general officer.			X	X		SGS (Deputy) or Staff agency director/chief	Command Group

Figure B-3. Suspense, Level of Approval and Signature Guidelines (Continued)

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 3 of 5 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to DCG/CofS		
6. Appeals of subordinate echelons from decisions made at this headquarters.		X		X		SGS (Deputy)	Command Group
7. Disapproval from higher headquarters.		X		X		SGS (Deputy)	Command Group
8. Significant requests and recommendations to be made to higher or parallel authority, lack of knowledge of which could be embarrassing to the CG.	X			X		Staff agency director/chief	Staff agency director/chief or designated representative
9. Actions establishing new major policies, a FORSCOM position, or major changes to existing policies.			X	X		Staff agency director/chief	Command Group
10.	X			X		Staff agency	Staff agency

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Communications that affect or involve the good name or reputation of an officer or organization.						director/chief	director/chief or Command Group
11. Incoming or out-going communications that convey even a suggestion of censure, including errors, deficiencies or irregularities alleged by higher authority or lateral commands.		X		X		Staff agency director/chief	Command Group
12. Reports of significant financial or property irregularities.		X		X		Staff agency director/chief	Command Group
13. Serious accidents or incidents involving personnel of the command.	X			X		Staff agency director/chief	Staff agency director/chief or designated representative

Figure B-3. Suspense, Level of Approval and Signature Guidelines (Continued)

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 4 of 5 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to DCG/CofS		
14. Communications of exceptional information, or of such importance as to require prompt attentions, which are not covered by existing policies and instructions.	X				X	Staff agency director/chief	Staff agency director/ chief or designated representative
15. Visits to HQ FORSCOM of general officers and important civilian officials that involve the CG or DCG/CofS in courtesy calls, conferences, honors, or social activities.	X			X		Staff agency director/chief	Command Group
16. Assignment, relief, or reassignment of general officers assigned to subordinate		X		X		DCS, G-1	Command Group

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commands.							
17. Communications that relate to emergency plans.		X			X	Staff agency director/chief	Staff agency director/chief or designated representative
18. Requests for other than PCS travel on military aircraft by dependents of military personnel, Government civilian employees, US civilians without Federal employment status, foreign dignitaries, and their entourage.		X		X		Protocol	AG
19. Request for approval of OCONUS or conference travel.		X		X		Protocol	AG

Figure B-3. Suspense, Level of Approval and Signature Guidelines (Continued)

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 5 of 5Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to DCG/CofS		
20. Reports of IG Inspections.			X	X		IG	Command Group
21. Reports of inspections and staff visits that include information having Command Group interest.		X			X	Staff agency director/chief	Staff agency director/chief or designated representative
22. Recommended decorations or awards.			X	X		G-1	AG
23. Routine actions of potential interest to CG or DCG/CofS.			X		X	Staff agency director/chief	Staff agency director/chief or designated representative
24. Tracers.	X					Staff agency director/chief	Staff agency director/chief or designate representative
25. All DA and lateral command communications			X		X	SGS	Staff agency director/chief or designated

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bearing a suspense date.							representative
26. All DA communications addressed through this headquarters that bear a suspense date.			X			SGS	Staff agency director/chief or designated representative

Figure B-4. Star Letter



**COMMANDING GENERAL
US ARMY FORCES COMMAND
1777 HARDEE AVENUE, SW.
FORT MCPHERSON, GEORGIA 30330-1062**

Dear General Doe:

Margins of a star letter should be at least 1 inch each side and will "picture frame" the letter. As with other Command Group correspondence, the star letter should not be dated prior to signature. Date will be centered two spaces below general's flag or last line of printed return address. The Commanding General uses printed letterhead star stationery. Paragraphs will be indented five spaces. All correspondence should use Arial, Bold font, 12 pitch.

This format is used by agencies only when specifically tasked to prepare a star letter.

Additional pages will be prepared on plain bond paper of the same stationery type and size. The page number will be placed at the top of the page in the same manner as a letter.

Sincerely, *

Signature Block

The "To" address is typed in the lower left-hand corner.

***Closing should be "Very respectfully," when addressed to higher authority.**

Figure B-5. Assembling Correspondence

Use HQ FORSCOM Form 1048-E, Transmittal/Action/Control, to refer action matters to the Command Group for approval or signature unless another format is specified. The HQ FORSCOM Form 1048-E serves as the covering and summarizing paper for all documents related to the case, including implementing action. Use tabs as described below:

TAB A: Attach the original only of papers requiring signature or approval. If more than one page, assemble in normal sequence. When more than one paper is being transmitted with HQ FORSCOM Form 1048-E for signature or approval, do not use TAB A. Instead, attach the separate papers as TABS A-1, A-2, A-3, until all papers being submitted for signature or approval are tabbed.

TAB B: TAB B should be the original memorandum with enclosures.

Attach supporting documents as succeeding tabs in the order in which mentioned on HQ FORSCOM Form 1048-E; keep supporting documents to an absolute minimum. Summarize past actions and messages on HQ FORSCOM Form 1048-E and do not include them as tabs.

Include a copy of the SGS tasker, which began the action, as the last tab, when applicable.

Nonconcurrence. If originating agency chief does not accept the nonconcurrence, he will state his reasons in writing and attach as separate tab following the tab containing the nonconcurrence. The consideration must be signed by the agency chief and contain the following statement, "I have personally discussed this matter with _____ and agreement cannot be reached." Add a statement to HQ FORSCOM Form 1048-E to identify the tab containing the consideration.

Required enclosures will be attached as tabs.

Packages that include actions for signature should be fastened with a black "alligator" clip.

Figure B-5. Assembling Correspondence (Continued)

SGS Tasker (if applicable)

Supporting documents are provided as succeeding tabs

Original memorandum with enclosures

Original document for signature or approval

TRANSMITTAL/ACTION/CONTROL (FORSCOM Memo 1-11)				DATE: 23 Mar 2004																																																		
SUBJECT: Sample Correspondence				OFFICE SYMBOL/PHONE AFCL-PR																																																		
				NAME John Q. Smith																																																		
THRU:	<input type="checkbox"/> 1	SGS	<input type="checkbox"/>	CSM	<input type="checkbox"/> 2																																																	
				DCG	<input type="checkbox"/> 3																																																	
				CG																																																		
ACTION REQUIRED: <input type="checkbox"/> APPROVAL <input checked="" type="checkbox"/> SIGNATURE <input type="checkbox"/> INFORMATION																																																						
BACKGROUND/DISCUSSION: The HQ FORSCOM Form 1048-E serves as the covering and submitting paper for all documents related to the case. Attach the original paper requiring signature or approval as TAB A. TAB B is the original memorandum with enclosures. Supporting documents are attached as succeeding TABs. The last TAB should be the original SGS tasker.																																																						
RECOMMENDATION: Recommend the CG sign memorandum at TAB A																																																						
_____ DIRECTOR																																																						
ACTION: APPROVED _____ NOTED _____ COMMENT _____																																																						
<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="4">COORDINATION/CONCURRENCE</th> <th colspan="3">ROUTING/APPROVALS</th> </tr> <tr> <th>OFFICE</th> <th>NAME/TITLE</th> <th>DATE</th> <th>CONCUR</th> <th></th> <th>INITIALS</th> <th>DATE</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td>BRANCH CHIEF</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>DIVISION CHIEF</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>EXECUTIVE</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>DEP. DIRECTOR</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>SPELL/ADMIN</td> <td></td> <td></td> </tr> </tbody> </table>						COORDINATION/CONCURRENCE				ROUTING/APPROVALS			OFFICE	NAME/TITLE	DATE	CONCUR		INITIALS	DATE					BRANCH CHIEF							DIVISION CHIEF							EXECUTIVE							DEP. DIRECTOR							SPELL/ADMIN		
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				DEP. DIRECTOR																																																		
				SPELL/ADMIN																																																		
FOR COMMAND GROUP USE																																																						
PROOFED BY (Initials/Date)		CSM (Writer)		DCGS																																																		
RETURNED FOR ACTION		TASKER	LOG	IN	OUT																																																	
RETURNED FROM ACTION																																																						

HQ FORSCOM FORM 1048-E 7 JAN 02

Packages that include actions for signature should be fastened with a black "alligator" clip.

Figure B-6. Informal Memorandum

		S: Suspense Date
	Office Symbol	Date
1		
2		
1		
2		
3	MEMORANDUM FOR DEPUTY CHIEF OF STAFF, G-8 (AFRM-B)	
1		
2	SUBJECT: Using and Preparing an Information Memorandum	
1		
2		
3	1. Paragraph 2-2, AR 25-50, Preparing and Managing Correspondence, defines the use of an informal memorandum.	
	2. The informal memorandum is used to correspond with organizations, activities, or individuals to whom the author's office symbol is easily identifiable. Normally, informal memorandums will be used only within the author's technical or command chain.	
	3. The format for the informal memorandum is the same as that for the formal memorandum. Prepare the informal memorandum on plain white paper.	
	4. Include a point of contact in the last paragraph of the informal memorandum.	
	5. An authority line may be used if appropriate, it is not mandatory. See paragraph 7-2, AR 25-50, for additional guidance.	
1		
2	AUTHORITY LINE:	
1		
2		
3		
4		
5	Encl	XXX X. XXXXX Colonel, GS Deputy Chief of Staff, G-6
1		
2	CF: Provost Marshal (w/encl)	

Figure B-7. Decision Paper

DECISION PAPER

AFSG

**DRAFTER/TELEPHONE
XX June 20XX**

ISSUE: Preparation of a decision paper--text format. (Use number of lines needed to state the issue ending with two returns: a return at the end of the issue, and a return to enter a blank line between ISSUE and POINTS).)

POINTS:

- Maximum of five key points (indent four spaces, type key point bullets on the fifth space, skip a space and begin text on seventh space).

- Indent nine spaces, type subpoint bullets on the tenth space, skip a space and begin text on the twelfth space.

- A decision paper should provide concise information.

- A decision paper is limited to one page.

- Double space between points.

- Signature block will be that of staff director/chief; however, it may be signed by their designated representative.

RECOMMENDATION:

XXXXXXXXX X. XXXXXX
Rank, Branch
Position

APPROVED _____

DISAPPROVED _____

SEE ME _____

Figure B-8. KCI

KCI

OFFICE SYMBOL

**DRAFTER/TELEPHONE
DATE**

ISSUE: KCI Format - Simple major topic - two lines or less

POINTS: If required, first bullet provides background.

- Bullets should be key subtopics of major issue.
- Indent four spaces and begin bullet on the fifth space.
- The information should be concise, to the point, and should explain impact on FORSCOM.
- If subpoints are required, indent nine spaces and type bullet on the tenth space.
- No signature block is required.

STATUS: Provide a short narrative on the current status of the topic.

FORSCOM POSITION: (What is FORSCOM's position and what are we doing to move toward it?)

Figure B-9. Example of Defense Message System (DMS)

**132030Z MAY 04 UNCLAS SECDEF-ALMILACT 03-04--MESSAGE TO SOLDIERS,
SAILORS, AIRMEN AND CJCS WASHINGTON DC DMS - LCC MCPHERSON**

TO ALMILACT

**INFO JOINT STAFF WASHINGTON DC
SECDEF WASHINGTON DC**

PAAUZFH1 RUEOCSA9919 1342141-UUUU--RHMFIUU.

ZNR UUUUU

P 132030Z MAY 04 PSN 119194K25

FM CJCS WASHINGTON DC

TO ALMILACT

INFO ZEN/JOINT STAFF WASHINGTON DC

ZEN/SECDEF WASHINGTON DC

BT

UNCLAS

QQQQ

**SUBJ: SECDEF-ALMILACT 03-04--MESSAGE TO SOLDIERS, SAILORS, AIRMEN
AND**

MARINES

UNCLASSIFIED//

UNCLAS

DTG 132030Z MAY 04

MSGID/GENADMIN/SECDEF//

**SUBJ/SECDEF-ALMILACT 03-04-MESSAGE TO SOLDIERS, SAILORS, AIRMEN
/AND MARINES//**

**GENTEXT/REMARKS/1. THE REPORTS OF DETAINEE ABUSE BY AMERICAN
SOLDIERS IN IRAQ ARE DEEPLY TROUBLING. THOSE WHO HAVE NOT UPHELD
THE HIGH STANDARDS OF OUR ARMED FORCES MUST BE HELD
ACCOUNTABLE. WITH HONOR, THE MEN AND WOMEN OF OUR ARMED
FORCES MUST MAINTAIN OUR FOCUS TO SECURE A STABLE AND FREE IRAQ
AND TO WIN THE GLOBAL WAR ON TERRORISM.**

**2. WE ASK THAT EACH OF YOU REMEMBER WHO WE ARE AND WHAT WE
REPRESENT. WE ARE AMERICANS, AND OUR ACTIONS MUST UPHOLD THE
VALUES OF OUR COUNTRY AND THE HIGHEST STANDARDS OF
PROFESSIONALISM AND ETHICS. OUR MILITARY CODE OF CONDUCT
REQUIRES IT, OUR NATION DEMANDS IT, AND THE WORLD EXPECTS IT. OUR
CULTURE OF ACCOUNTABILITY AND RESPONSIBILITY WILL ACCEPT NOTHING
LESS.**

3. AS YOU SERVE AROUND THE WORLD, STAND TALL. BE PROUD OF WHAT YOU ARE DOING TO MAKE THE WORLD A BETTER PLACE. YOUR NATION IS GRATEFUL FOR YOUR UNWAVERING PROFESSIONALISM, SELFLESS SERVICE, COURAGE, AND SACRIFICE.

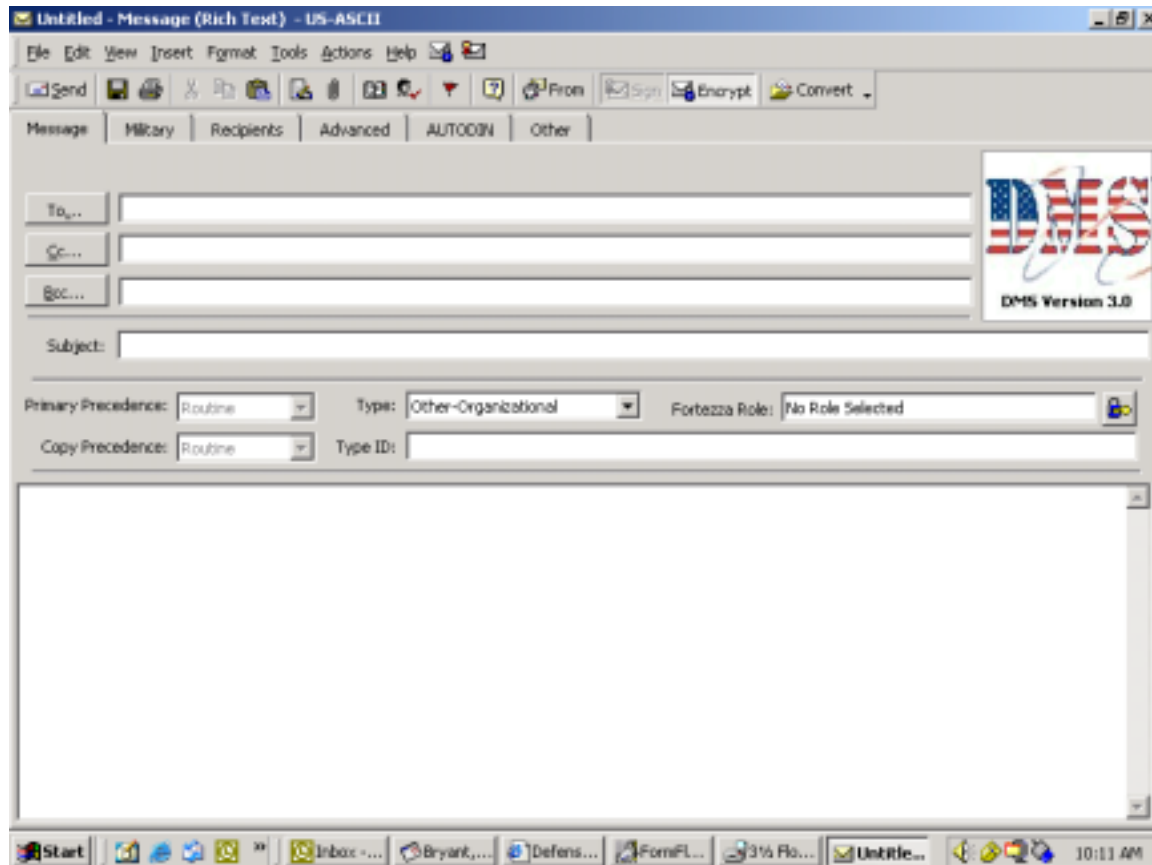
4. THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF AND I ARE ENORMOUSLY PROUD TO SERVE WITH YOU.

SIGNED: SECRETARY OF DEFENSE RUMSFELD//

BT

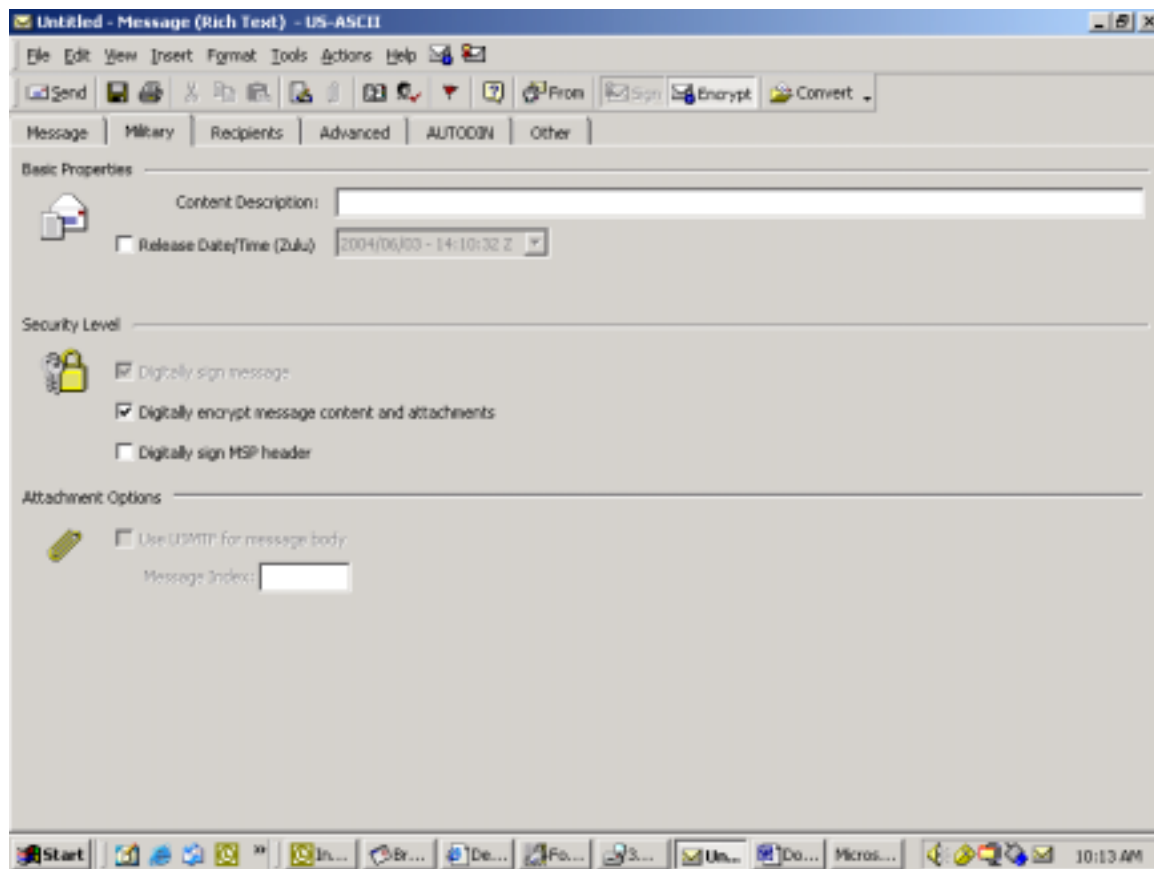
#9919

**Figure B-9. Defense Message System - Screens
(Message Tab)**



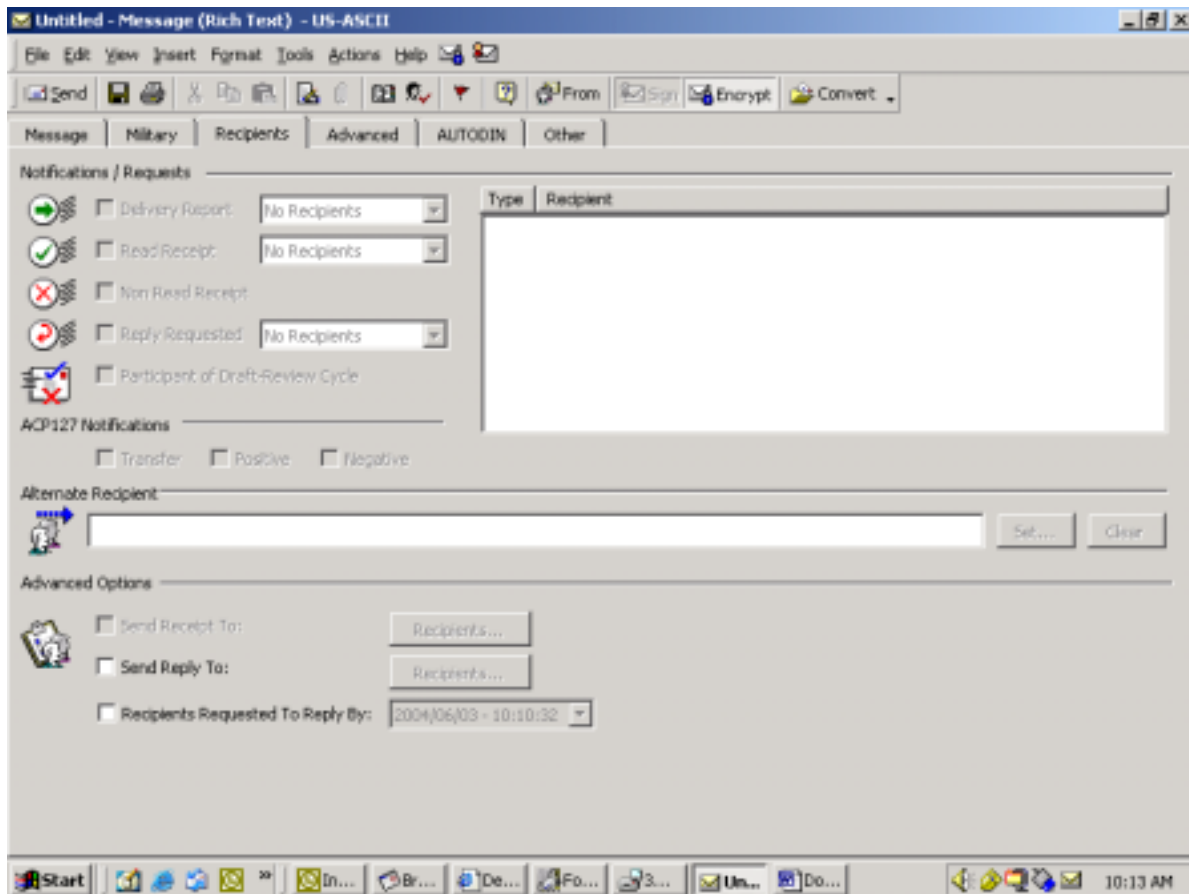
Addressees may be obtained by going to the Directory Browser on your desktop.

Figure B-9. Defense Message System – Screens (continued)
(Military Tab)



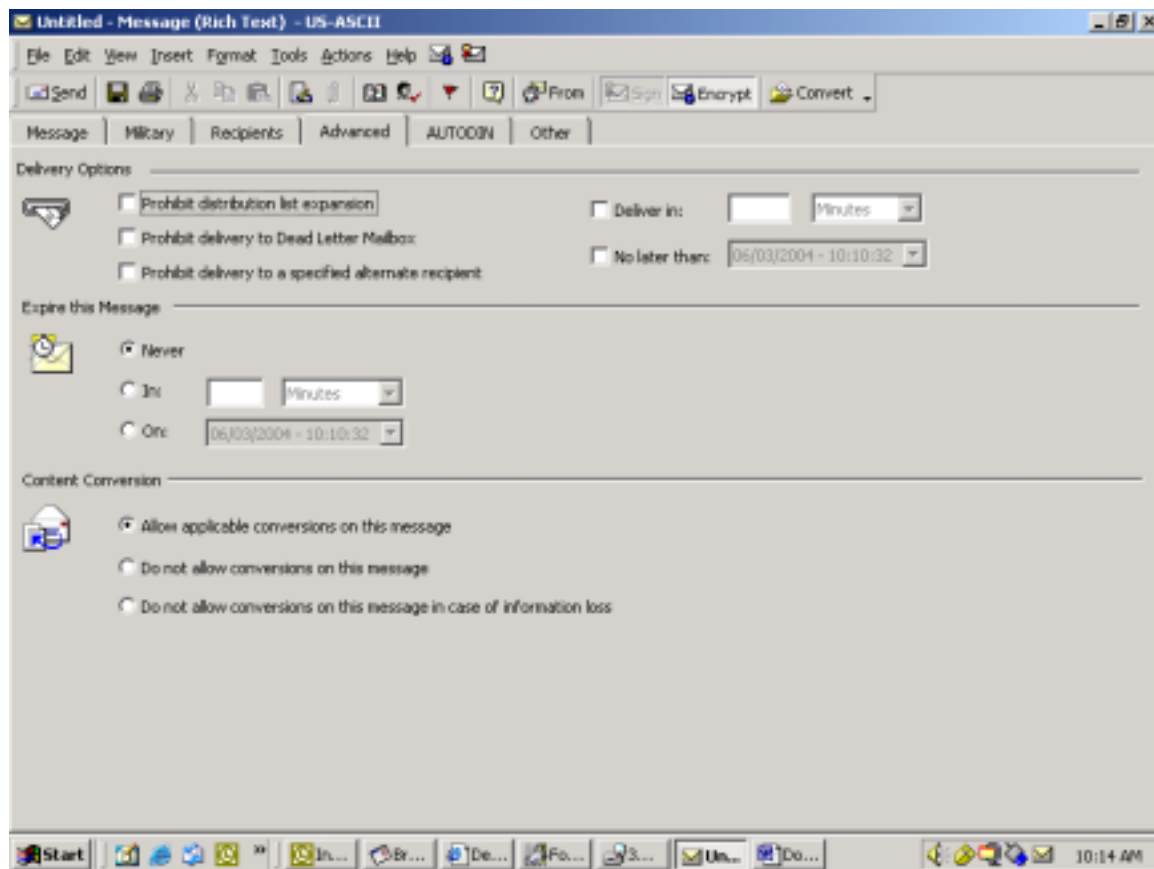
This screen is used to describe contents, provide the release date and digitally encrypt the contents/attachments and digitally sign the MSP header.

Figure B-9. Defense Message System – Screens (continued)
(Recipients Tab)



This screen allows the creator to obtain notification of delivery, message read, non read receipt, reply requested, and allows recipients to participate in a draft-review cycle.

Figure B-9. Defense Message System – Screens (continued)
(Advanced Tab)



This screen is used for advanced functions, such as Delivery Options, Message Expiration, and Content Conversion.

Figure B-9. Defense Message System – Screens (continued)
(AUTODIN Tab)

The screenshot shows a software window titled "Untitled - Message (Rich Text) - US-ASCII". The window has a menu bar with "File", "Edit", "View", "Insert", "Format", "Tools", "Actions", and "Help". Below the menu bar is a toolbar with icons for "Send", "Print", "Cut", "Copy", "Paste", "Find", "Insert", "From", "Sign", "Encrypt", and "Convert". Below the toolbar are tabs labeled "Message", "Military", "Recipients", "Advanced", "AUTODIN", and "Other". The "AUTODIN" tab is selected. The main area is divided into sections: "Related" (with "Cross References:", "Obsolete Messages:", and "In Reply To:"), "General" (with "Originator Reference:", "Message Instructions:", and "Subject Indicator Codes:"), and "Transitional" (with "Handling Instructions:"). Each section has a corresponding text input field. The Windows taskbar at the bottom shows the Start button, several application icons, and the system clock displaying "10:14 AM".

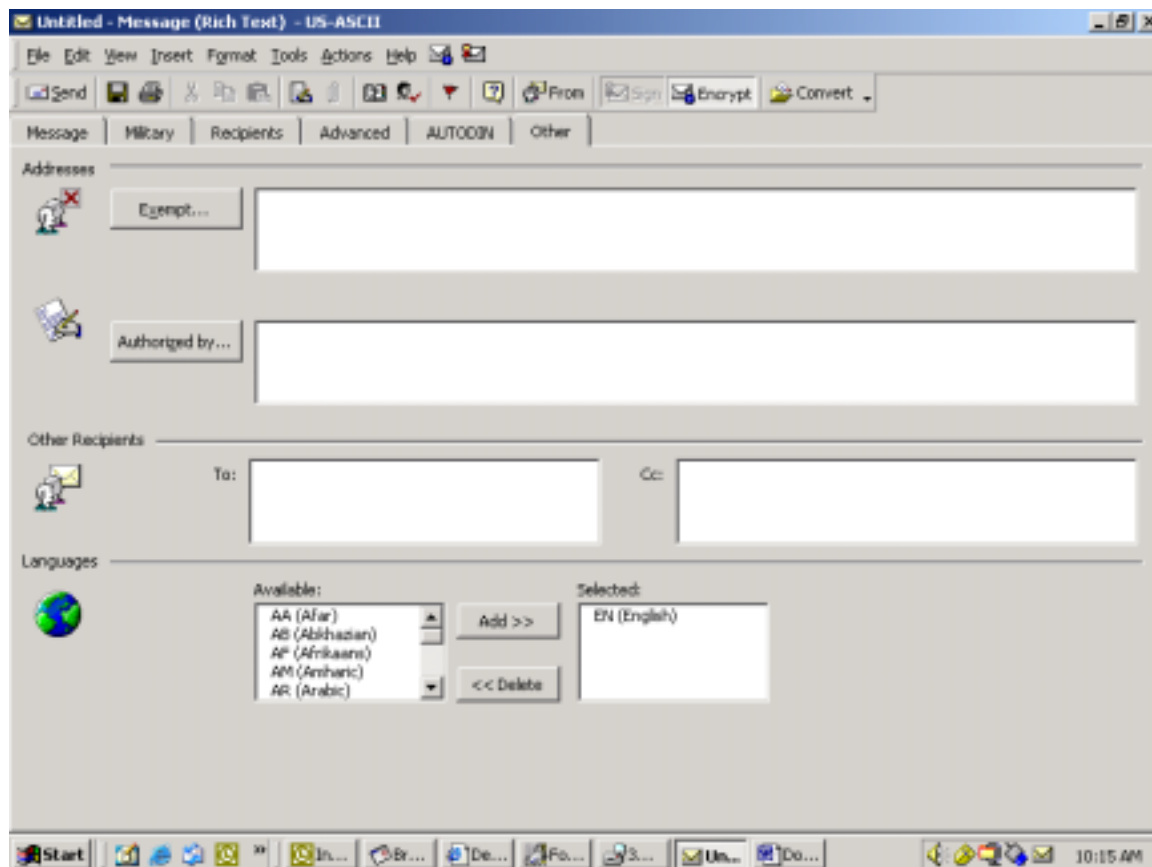
This screen allows the message creator to reference other messages as well as providing Transitional Handling instruction.

Place “Pass To” instructions in the Transitional Handling Instructions block.

“Personal For” information may be placed in this area; however, when creating a Personal For message, please ensure compliance with “Personal For” message procedures as stated in AR 25-11, Record Communications and the Privacy Communications System, para 6-12.

Figure B-9. Defense Message System – Screens (continued)

(Other Tab)



Use this screen to exempt personnel on a “Personal” or “Global” Address List (AL).

When you click on the “Authorized by” button it will take you to the Standard Outlook Global Address Listing (GAL). Pick the individual from the GAL who will be authorizing the release of the message.

If the recipients of a message will require it translated to another language, use the language block to pick the applicable language.

Figure B-10. Multiple Address Memorandums



DEPARTMENT OF THE ARMY
HEADQUARTERS FORCES COMMAND
 1777 HARDEE AVENUE SW
 FORT MCPHERSON GA 30330-1062

REPLY TO
 ATTENTION OF

1
 2
 1
 2
 3
 1
 2
 1
 2
 3
 1
 2
 1
 2
 3
 4
 5

OFFICE SYMBOL

DATE

MEMORANDUM FOR

**INFORMATION OFFICE (AFCI-A), US ARMY FORCES COMMAND, 1777
 HARDEE AVE, SW, FT MCPHERSON, GA 30330-1062
 INFORMATION OFFICE (MCCG), US ARMY MEDICAL COMMAND, 2050
 WORTH RD, STE 3, FT SAM HOUSTON, TX 78234-6000
 INFORMATION OFFICE (ATCG), US ARMY TRAINING AND DOCTRINE
 COMMAND, 183 MCNAIR DR, FT MONROE, VA 23651-5000
 INFORMATION OFFICE (APIM), US ARMY PACIFIC, FT SHAFTERE, HI
 96858-5100**

SUBJECT: Multiple Address Memorandum

- 1. When preparing a multiple-addressed memorandum (more than one addressee and less than six) prepare as shown in this figure.**
- 2. Type addresses in all uppercase type or upper and lower case type. Do not mix the two type cases (one address typed in uppercase only and another in upper and lower case). Be consistent.**
- 3. Use complete geographical addresses (street, city, state and ZIP+4 codes).**
- 4. Omit the geographical address when preparing internal MACOM headquarters memorandum (DCS, G-3/5/7, DCS, G-4, DCS, G-1, etc.)**

AUTHORITY LINE:

Encl

**XXXXXX X. XXXXXX
 Colonel, SC**

Deputy Chief of Staff, G-6

Figure B-10. Multiple Address Memorandums (Continued)



DEPARTMENT OF THE ARMY
HEADQUARTERS FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON GA 30330-1062

REPLY TO
ATTENTION OF

1

2 AFRM-PB

XX March 20XX

1

2

3 MEMORANDUM FOR SEE DISTRIBUTION

1

2 SUBJECT: Multiple Addressed Memorandum with More Than Five Addresses

1

2

3 1. On the second line below the last line of the signature block or enclosure listing, whichever is lower, type the word "DISTRIBUTION:" and block the addresses as shown below.

1

2 2. Distribution listings may be continued on a second page. When absolutely necessary, a complete distribution listing may be prepared on a separate page.

1

2 FOR THE COMMANDER:

1

2

3

4

5 Encl

XXXXXX X. XXXXX
Major General, USA
Deputy Chief of Staff, G-8

1

2 DISTRIBUTION:
COMMANDER

FIRST UNITED STATES ARMY (AFKA-CS)

FIFTH UNITED STATES ARMY (AFKB-CS)

UNITED STATES ARMY RESERVE COMMAND (AFRC-CS)

I CORPS AND FORT LEWIS (AFZH-CS)

III CORPS AND FORT HOOD (AFZF-CS)

XVIII AIRBORNE CORPS AND FORT BRAGG (AFZA-CS)

1

2 CF:

COMMANDER, US TRAINING AND DOCTRINE COMMAND (w/encl)
COMMANDER, US MEDICAL COMMAND (wo/encl)

Figure B-10. Multiple Address Memorandums (Continued)



DEPARTMENT OF THE ARMY
HEADQUARTERS FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON GA 30330-1062

1
REPLY TO
ATTENTION OF

AFRM-PB

XX March 20XX

1
2
3
1
MEMORANDUM FOR

2
1
2
1
COMMANDERS, MAJOR SUBORDINATE COMMANDS/UNITS REPORTING
DIRECTLY TO FORSCOM
COMMANDER, USARC
COMMANDERS, FORSCOM, WITH INSTALLATION RESPONSIBILITIES
COMMANDERS, ALL FORSCOM TROOP UNITS

1
2
1
2
SUBJECT: Multiple Addressed Memorandum with Brief Group Addresses

3
1. See chapter 2-6 for Authorized Brief Group Addresses.

Figure B-11. Proper Markings for Outgoing Correspondence

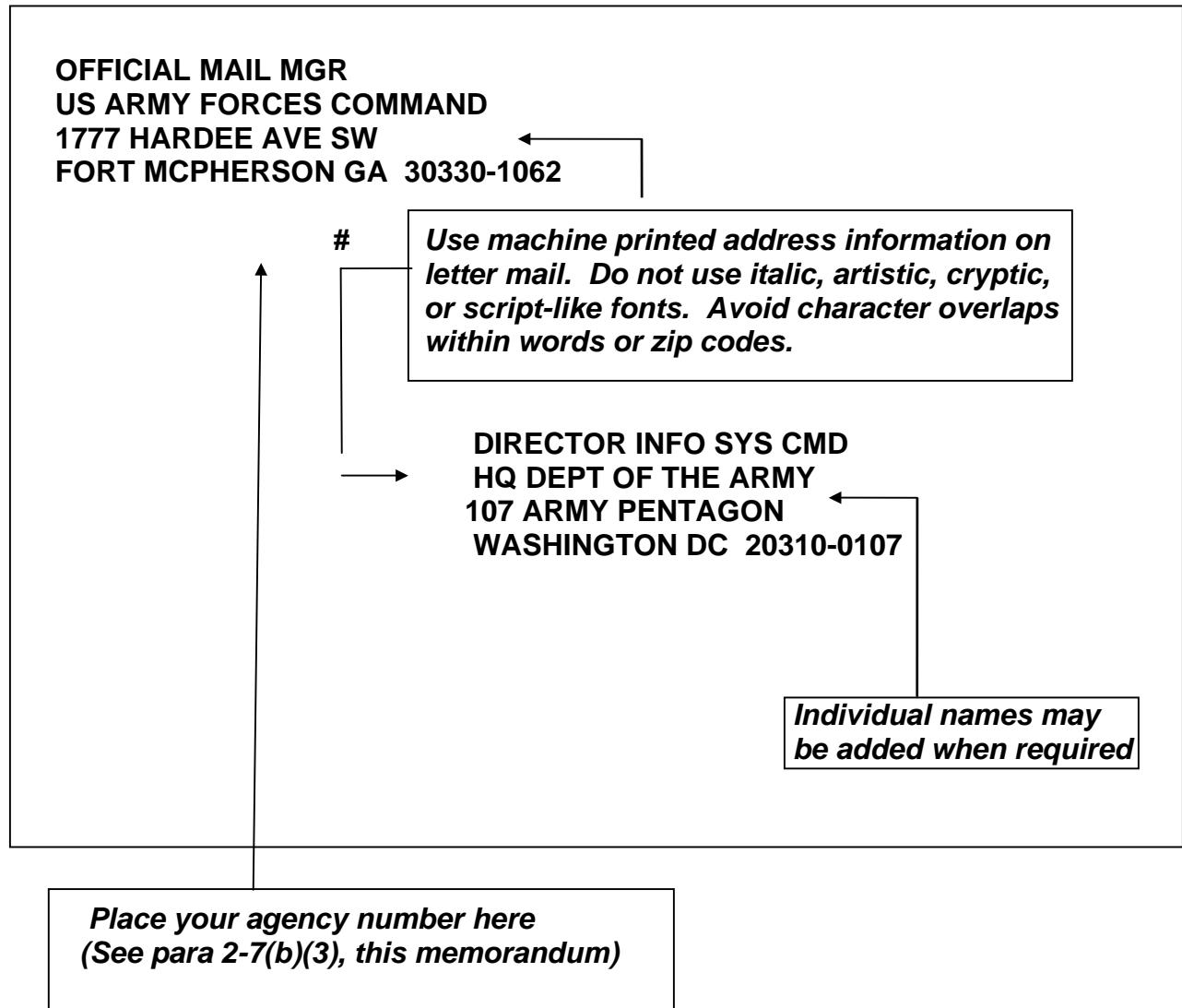


Figure B-12. Classified Correspondence Distribution Memorandum

(Office Symbol

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Designation of Personnel to Receive Classified Distribution and Special Handling Mail

1. References:

a. FORSCOM Memorandum 1-11, 1 July 1998, Staff Administrative Procedures.

b. FORSCOM Memorandum 380-5, 1 May 1992, 199-Es, Information Security Program.

c. AR 380-5, 29 September 2000, Department of the Army Information Security Program.

2. In accordance with above references, you are directed to receive and make proper disposition of Special Handling Distribution (Registered, Certified, Insured, FEDEX, and USPS EXPRESS) and other classified distribution addressed to this office/staff agency. In addition, you are authorized to receive classified distribution, including Registered, Certified, Insured, FEDEX, and USPS EXPRESS Mail, addressed personally to the director and deputy director of this office/staff agency. Your SECRET security clearance is hereby certified:

<u>NAME</u>	<u>GRADE/RANK</u>	<u>TEL EXT</u>	<u>(PRIMARY)</u>
_____	_____	_____	_____
			<u>(ALTERNATE)</u>

3. You will thoroughly familiarize yourself with, and comply with, the provisions of above references in the performance of assigned duties.

DIRECTOR'S SIGNATURE BLOCK

DISTRIBUTION:
Each Individual Designated
Classified Material Control
Office (IMSE-MPH-HRS-E)

Figure B-13. "Personal For" Message

FM CDRFORSCOM FT MCPHERSON GA//AFCG//
TO CDRUSAONE FT GILLEM GA//AFKZ-CG//
CDRUSAFIVE FT SAM HOUSTON TX//AFKB-CG//
BT

UNCLAS

PERSONAL FOR LTG INGE, CDR 1ST ARMY; LTG CLARK, CDR 5TH ARMY;
FROM GEN MCNEILL, CDR FORSCOM
MSGID/GENADMIN/FORSCOM//

SUBJ/GUIDANCE FOR PERSONAL FOR MESSAGES

RMKS/1. THIS IS AN EXAMPLE OF A PROPERLY FORMATTED GENERAL
OFFICER PERSONAL FOR MESSAGE.

2. PERSONAL FOR MESSAGES ARE THOSE THAT THE ORIGINATOR BELIEVES
REQUIRE RESTRICTED DISTRIBUTION.

3. PERSONAL FOR MESSAGES MAY BE CLASSIFIED OR UNCLASSIFIED. THE
MESSAGE WILL BE MARKED PERSONAL FOR A PERSON BY NME, FOR
EXAMPLE: UNCLAS PERSONAL FOR MG WILLIAMS. THE NAME OF THE
ORIGINATOR MAY ALSO BE INCLUDED.

4. GENERAL OFFICERS AND DA CIVILIANS OF EQUIVALENT RANK ARE
ALLOWED TO SEND PERSONAL FOR MESSAGES. THOSE BELOW GENERAL
OFFICER RANK OR CIVILIAN EQUAL MAY DO SO ONLY WHEN EMPOWERED BY
THE DCG/COFS.

REGARDS,
MCNEILL//
BT

Figure B-14. Statement of Nonconcurrency

(Office Symbol)

(Date)

MEMORANDUM FOR (action agency)

SUBJECT: Statement of Nonconcurrency (add subject)

- 1. Every attempt will be made to resolve differences with the originating staff agency. Major differences should be defined and discussed during the informal drafting phase.**
- 2. If differences cannot be resolved, the nonconcurring staff agency will:**
 - a. Prepare a statement of nonconcurrency on plain bond paper addressed to the originating section.**
 - b. Place the statement of nonconcurrency underneath the last tab of the package and return the package to the originator.**
 - c. Ensure the reasons for nonconcurring are clearly defined and cover all aspects of the difference.**
- 3. The statement will be personally signed by the director/chief of the staff agency or the deputy.**
- 4. Paragraphing and continuation sheets will follow normal correspondence format.**
- 5. If enclosures are included, tab alphabetically and in sequence with tabs already included in the package. Tab the statement of nonconcurrency as an enclosure to the HQ FORSCOM Form 1048-E.**

**XXXX X. XXXXXX
Major General, USA
Deputy Chief of Staff, G-3/5/7**

Figure B-15. Consideration of Nonconcurrency

(Office Symbol)

(Date)

MEMORANDUM FOR (nonconcurring agency)

SUBJECT: Consideration of Nonconcurrency (add subject)

- 1. Consideration of nonconcurrency. The last sentence of this section will read: “(rank and name of the officer who signed the statement of nonconcurrency) and I personally attempted to resolve the conflict of opinion but have been unable to reach a mutual agreement.” This section states the reasons and logic for rejecting the portion(s) of the comments/recommendation proposed by the nonconcurring staff agency.**
- 2. Action recommended.**
 - a. This section continues the final recommendation of the originating staff agency after the nonconcurrency has been considered.**
 - b. If the initial recommendation is adhered to, include the following statement: "I adhere to my original recommendation." Attach as a tab to HQ FORSCOM Form 1048-E.**
- 3. If the nonconcurrency alters or amends the original recommendation, re-coordinate the action with all interested staff agencies.**
- 4. The addendum is personally signed by the chief of the primary/special staff agency or deputy and the package sent to the next office in the routing sequence.**
- 5. Paragraphing and continuations follow the normal correspondence format. Classification markings are prescribed in AR 380-5.**
- 6. If enclosures are included, tab alphabetically and in sequence with tabs already included in the package.**

**XXXX X. XXXXX
Brigadier General, USA
Deputy Chief of Staff, G-8**

Figure B-16. Daybook Entry

DAYBOOK ENTRY

PURPOSE: Provide the purpose of the brief for either the CG or DCG.

DATE/TIME/LOCATION: (e.g., 15 April 2005, 1300-1500, CCR (ensure appropriate arrangements have been made))

POC/DIRECTORATE/PHONE NUMBER: (e.g, MAJ Anderson, G-1, 464-XXXX)

ATTACHMENTS: Read-ahead slides (Classified/Unclassified), Itineraries, Biographies, KCIs, etc. (tab as required)

DECISION REQUIRED: Information only

BRIEFER/TITLE/ORGANIZATION: (e.g., MG Robert Duncan, Commander, US Army Human Resource Command

PRINCIPAL ATTENDEES: (e.g.,)

MG Franks, G-1

Mr. Collins, G-2

MG Odell, G-3

COL Judge, SJA

Action Officers (12)

MG Logg, G-4

COL Net, G-6

COL Dollar, G-8

BG Jones, USARC

BACKGROUND: Reason briefing desired/required.

SUMMARY OF KEY POINTS: (e.g., Highlight of key topics)

- This is a familiarization visit.
- Basic duties of both offices will be briefed, along with major events planned for the next few months.
- After briefings, an option to walk through both areas and meet the personnel is available.

RECOMMENDATION: FORSCOM position on issue; NA if no recommendation.

DIRECTORATE SIGNATURE
Rank, USA (or Civilian equivalent)
Directorate

Figure B-17. Sample Itinerary - (Visitor to Headquarters FORSCOM)

**ITINERARY
FOR
GENERAL JOHN P. DOE
COMMANDING GENERAL
UNITED STATES ARMY MATERIEL COMMAND**

23 April 2003

Party includes: List any personnel accompanying primary visitor.

0920	Arrive Hartsfield International Airport on Delta 210 (met by CPT D. C. Current, HQ FORSCOM Escort Officer)
0920 - 0955	Enr Marshall Hall, Fort McPherson (military sedan)
1000 - 1015	Office call with Deputy Commanding General/Chief of Staff
1015 - 1100	Discussion with DCS, G-4 and DCS, G-6 in OCSLR Office
1100 - 1150	Office call with CG
1150 - 1155	Enr Fort McPherson "The Commons" (military sedan)
1155 - 1300	Luncheon hosted by DCS, G-4
1300 - 1305	Enr Marshall Hall (military sedan)
1305 - 1320	Depart HQ FORSCOM Enr Hartsfield International Airport escorted by CPT Current
1320 - 1335	Arrive Hartsfield International Airport
1410	Depart Hartsfield International Airport on Delta 136

Figure B-18. Sample Itinerary - (General Officer Visit to the Pentagon)

**MG XXXXX'S TRAVEL ITINERARY
X-XX APR XX - WASHINGTON DC and NORFOLK, VA
RC TIERED RESOURCING MEETING and DR. HAMRE BRIEFS**

X APR XX, SUNDAY, CIVILIAN CASUAL

1615-1630 Enr Hartsfield via milvan

**1724-1910 Enr Wash National via Delta 222, Seat 20D (aisle)
Non-stop, snack service**

**1930-2000 Enr Doubletree Hotel via hotel shuttle, Metro or taxi
(Use house phone to call for shuttle, if you desire).**

**RON Doubletree Hotel (Confirmation No: 394-174)
300 Army/Navy Drive
Arlington, VA 22202
1-800-848-7000
Phone in hotel: (703) 416-3880
Cost: \$76.00 + tax (king-size, non-smoking room requested)**

**XX APR XX, MONDAY, DUTY UNIFORM FOR BOTH TC TIERED RESOURCING
MEETING AND USACOM BRIEFING**

TBD Breakfast as desired

**TBD Enr Pentagon via taxi, Metro or hotel shuttle
0800-0830 Pentagon-Room 3E635 (Pershing Conference Room)-RC Tiered
Resourcing Meeting
POC: COL John Dodson
DSN: 227-5628
COM: (703) 697-5628
Phone in Pershing Conference
Room: _____ DSN: 227-6447
COM: (703)697-6447
Fax in VCSA Ofc (Close to Pershing Conf Rm):
DSN: 223-3955
COM: (703) 693-3955
RC Tiered Resourcing Meeting Attendees:
Ms. Johnson, ASA(M&RA)
GEN Smith, VCSA
LTG Blackerby, DAS
MG Brown, Dir, ARNG - Briefer
MG White, CAR
LTG Matthews, DCS, G-3/5/7**

Figure B-18. Sample Itinerary - (General Officer visit to the Pentagon Continued)

MG Brown, DAB (T)
MG Jones, Dir, Ops, Readiness & Tng, ODCS, G-3/5/7 (T)
(COL LeGrow may represent MG Jones)
BG Heebner, Dir, PA&E
BG Burnette, Dir, Force Program Integration, ODCS, G-3/5/7

0900-1150 **Unschool time**
FORSCOM LNO: **Room** **2B725**
Phone: **DSN:** **227-2552**
 COM: **(703) 697-2552**
 Fax: **DSN: 227-5725**
 COM: **(703) 697-5725**
 Sec Fax: **DSN: 224-1428**
 COM: **(703) 694-1428**

1155-1200 **Transition to Mall Entrance of Pentagon**

1200-1230 **Enr Davison Army Airfield via miltaxi (Trip No.: 37)**

1245-1321 **Enr Naval Air Station Norfolk (Chambers Field) via C-12**
Mission No. DCS, G-3/5/7A259964
PAT: 059
Pilots: Mr. Evins McCord (DAC)
CW4 Marvin Lee

1325-1330 **Transition to USACOM helicopter**

1330-1340 **Enr Joint Training Simulation Center via USACOM helicopter**
(Suffolk)

1345-1615 **Visit Joint Training Simulation Center and Briefings**
on How 1994 Contingencies Impact FY95 Budget
Attendees: Dr. Jones
Mr. Finch
VADM Brown
Reps from Fleet and ACC (names unk as of 7 Apr)
Phone: **COM:** **(804) 686-7000**
 COM Fax: **(804) 686-7329 (unclas)**
USACOM POC: LT Lee **DSN:** **564-6323**
 836-5505
 COM: **(804) 444-6323**
 (804) 322-5505
 Fax: **DSN: 445-9301**

Figure B-18. Sample Itinerary (General Officer Visit to the Pentagon Continued)

1615-1625 Enr back to Chambers Field via USACOM helicopter

1630-1640 Farewells and transition to C-12

1645-1903 Enr FCAP via C-12
Mission No. DCS, G-6A250300
X PAT: 139
X Pilots: MAJ Ken Klatt
CW3 Dave Clay

1915-1935 Enr Fort McPherson via milvan (SSG XXXXXX, Driver)

Weather Report:

X Apr XX Atlanta

Partly Cloudy
Wind: S 10-15 MPH
Low: 55 High: 82

WASH, DC

Partly Cloudy
Wind: SE 10-15 MPH
Low: 50 High: 68

XX Apr XX WASH, DC

Partly Cloudy
Wind: SE 10-15 MPH
Low: 48 High: 66

Norfolk, VA

Partly Cloudy
Wind: SE 10-15 MPH
Low: 53 High: 68

Atlanta

Partly Cloudy
Wind: SE 10-15 MPH
Low: 58 High: 78

Figure B-19. Sample FORSCOM Policy Memorandum



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON GEORGIA 30330-1062

FORSCOM Policy Memo 350-02-1

AFOP-TE

1 October 2002
Expires: 1 October 2004

MEMORANDUM FOR

**COMMANDERS, MAJOR SUBORDINATE COMMANDS/UNITS REPORTING
DIRECTLY TO FORSCOM
COMMANDER, USARC**

SUBJECT: Integrated Training Area Management Program

- 1. The enclosed establishes policy for the FORSCOM Integrated Training Area Management (ITAM) program. Policy memorandums expire two years from date of signing.**
- 2. This policy will be incorporated into a forthcoming FORSCOM regulation.**
- 3. Direct any questions or comments on the enclosed policy to Mr. Ted Reid, AFOP-TE, DSN 367-7814.**

Encl

XXX X. XXXXXXXX
Lieutenant General, USA
Deputy Commanding General/
Chief of Staff

Appendix C - Common Errors in Correspondence/Actions

- 1. Failure to proofread.**
- 2. Misspelled words.**
- 3. Wrong usage (appraise/apprise, except/accept, effect/affect).**
- 4. Using singular subject with plural verb and vice versa.**
- 5. Improper punctuation, particularly use of or failure to use commas.**
- 6. Improperly using “I” or other personal pronouns in correspondence with an authority line.**
- 7. Writing in passive voice.**
- 8. Incorrectly listing enclosures/tabs.**
- 9. Lack of appropriate coordination or coordination not shown on HQ FORSCOM Form 1048-E.**
- 10. Lack of spell check/admin review being annotated on HQ FORSCOM Form 1048-E.**
- 11. Length of letters. Restrict letters to be signed by the Command Group to a single page, if possible. Placing a few lines on a second page is unsatisfactory, especially for messages.**
- 12. Failure to make your meaning clear. CLARITY is imperative.**
- 13. Wordiness; keep it simple.**
- 14. Incorrect address, office symbols, names, and ranks (military and civilian).**
- 15. Improper addresses - Spell out complete address on general officer correspondence. (State names may be abbreviated on memos.)**
- 16. Incorrect subparagraphing and word division - do not divide a word with only two letters of the word on either line.**
- 17. Installation commanders not properly addressed or not furnished a copy when FORSCOM commanders on non-FORSCOM installations are tasked.**

- 18. Sentences and paragraphs too long--average length of a sentence should be about 15 words.**
- 19. Late SGS taskers (missed suspense dates).**
- 20. Failure to comply completely with tasker requirements.**
- 21. Failure to add FORSCOM LNO DA WASHINGTON DC as info addressee on all front channel messages from HQ FORSCOM addressed to DA or JCS.**
- 22. Improper dates - If the month is abbreviated, the year must be abbreviated; if the month is spelled out, then the year must be spelled out (four digits).**
- 23. DO NOT put date/time group (DTG) on messages for release by the Command Group.**
- 24. DO NOT use the following words/terms in correspondence for Command Group signature:**
 - a. as you know, as you are aware**
 - b. I think - use "I believe"**
 - c. etc. (be specific)**
 - d. i.e., and e.g. - spell out ("that is" and "for example" - abbreviate in messages)**
 - e. utilize/nonutilize - use "use"**
 - f. additional duty - be specific, e.g., "Physical Security" or "reenlistment NCO"**
 - g. Service Member (SM) - use "soldier" (spelled with lower case "s")**
 - h. E-1 through O-10 - use soldier's title, e.g., "colonel" or "sergeant" (do not capitalize unless used with proper name)**
 - i. hours (with military time)**
 - j. When writing "The Army" use "the Army"**

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Appendix D - Proofreaders' Reference Guide

1. References:

AR 25-1	Army Information Management
AR 25-11	Record Communications and the Privacy Communications System <u>http://www.army.mil/usapa/epubs/pdf/r25_11.pdf</u>
AR 25-50	Preparing and Managing Correspondence
AR 25-52	Authorized Abbreviations, Brevity Codes, and Acronyms
WebTAADS	<u>https://webtaads.belvoir.army.mil/usafmsa/</u> (Access to this web site requires a login and password)
CTA 8-100	Army Medical Department Expendable/Durable Items
CTA 50-909	Field and Garrison Furnishings and Equipment
CTA 50-970	Expendable/Durable Items
FORSCOM Pamphlet 25-50	Address List (Rescinded). Use Records Management and Declassification Agency, US Army Addresses Lookup Page at <u>https://www2.arims.army.mil/aao/mainpage.asp</u>
FORSCOM Memorandum 1-11	FORSCOM Staff Administrative Procedures
	The Gregg Reference Manual
	Webster's Ninth New Collegiate Dictionary
	United States Government Printing Office Style Manual
	FORSCOM Installations and Major Tactical Units Roster
	FORSCOM Army National Guard and Army Reserve Unit List

2. Helpful Hints:

- a. Use FORSCOM Memorandum 1-11.**
- b. Provide Command Group with draft of certificate/multicopy citation/letter/memo.**
- c. When in doubt, ask your XO to contact your DSGS.**

Appendix E - Headquarters, Department of the Army and Pentagon Mailing Addresses

The US Army Records Management and Declassification Agency (RMDA) Army Address Web Site (<https://www2.arims.army.mil/aao/mainpage.asp>) replaces tables 1 through 4, DA Pam 25-50, Compilation of Army Addresses (http://www.army.mil/usapa/epubs/pdf/p25_50.pdf).

Tenant Activities

MAIL OPERATIONS

**3071 ARMY PENTAGON DIVISION
WASHINGTON DC 20310-3071**

US ARMY VISUAL

**3001 ARMY PENTAGON INFORMATION CENTER
WASHINGTON DC 20310-3001**

CENTRAL US REGISTRY

**3072 ARMY PENTAGON
WASHINGTON DC 20310-3072**


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Appendix F - Visual Presentations at HQ FORSCOM

See the Freddie web site, Action Officers Format

(<https://freddie.forscom.army.mil/ActionOfficers/ForscomOfficer.htm>)

Figure F-1. Sample Visual Presentation Format




CLASSIFICATION


Arial 32-36 Blue Bold

(Use Upper & Lower Case)

- **Level 1 Bullet – Red Dot (100 percent normal text); Text - Arial Black Bold--Font Size 26**
 - **Level 2 Bullet - Red Dash (100 percent normal text); Text - Arial Black Bold—Font Size 24**
 - **Level 3 Bullet - Red Dot (100 percent normal text); Text - Arial Black Bold—Font Size 22**
 - **Level 4 Bullets - Red Dash (100 percent normal text); Text - Arial Black Bold—Font Size 20**
 - » **Level 5 Bullets - Two Red Arrows (100 percent normal text); Text - Arial Black Bold—Font Size 18**
- **Spacing: Flexible for Readability**
- **Font Size for Briefing Text: 18-26 Arial Bold**
- **White Background for all Slides**

CLASSIFICATION 1 As of DTG



FORSCOM


Appendix G - Sample Addresses

**COMMANDING GENERAL
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062**

**DEPUTY COMMANDING GENERAL/
CHIEF OF STAFF
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062**

**DEPUTY CHIEF OF STAFF, G-3/5/7
ATTN AFOP TR
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062**

**CHIEF INTERNAL REVIEW
ATTN AFCS IR
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062**

**INSPECTOR GENERAL
ATTN AFCG IG
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062**

**Department of the Army
Headquarters, US Army Forces Command
1777 Hardee Avenue, SW
Fort McPherson, Georgia 30330-1062
15 July 2004**

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Appendix H - Electronic Mail Guidelines

**** Guidance on electronic mail standards can be found with the FORSCOM Information Management Plan.**

Glossary - Abbreviations

See Part 3, FORSCOM Memorandum 1-11 for list of Abbreviations and Acronyms.

See US Army Publishing Agency, Army Regulation 25-52 for additional Department of the Army Authorized Abbreviations, Brevity Codes and Acronyms http://www.usapa.army.mil/pdffiles/r25_52.pdf.

For quick access to acronyms
chose the appropriate letters

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<u>G</u>	<u>H</u>	<u>I</u>	<u>J</u>	<u>K</u>	<u>L</u>
<u>M</u>	<u>N</u>	<u>O</u>	<u>P</u>	<u>Q</u>	<u>R</u>
<u>S</u>	<u>T</u>	<u>U</u>	<u>V</u>	<u>W</u>	<u>X</u>
Y	Z				

Only FORSCOM unique acronyms are listed in this glossary. For additional information see:

AR 310-25, 21 May 86, DICTIONARY OF UNITED STATES ARMY TERMS (SHORT TITLE: AD)

AR 310-50, 15 Nov 85, AUTHORIZED ABBREVIATIONS, BREVITY CODES, AND ACRONYMS

2CR	2nd Cavalry Regiment (Stryker) (DCS, G-3/5/7)
A	
A/C	Aircraft
A2C2S	Army Airborne Command and Control System (DCS, G-8)
AACG	arrival airfield control group
ABFIST	Advanced Bradley Full Crew Interactive Skills Trainer (ARNG)
ABL	Airborne Laser Ammunition Basic Load (DCS, G-4)
ABLCS	Ammunition Basic Load Computation System (DCS, G-4)
ABM	Activity Based Management (DCS, G-8) Air Battle Manager
ABR	Abbreviated Budget Review (DCS, G-8)
AC	Active Component (DCS, G-8)
ACA	Army Contracting Agency (DCS, G-8)
ACC	Active Component Command (DCS, G-8)
ACD	Automated Cargo Detachment (DCS, G-4)
ACE	Analysis and Control Element (DCS, G-2)
ACERT	Army Computer Emergency Response Team (DCS, G-6)
ACIPS	Army Casualty Information Processing System (DCS, G-1)
ACL	Access Control List (DCS, G-6)
ACS	Armored Cavalry Squadron (DCS, G-3/5/7)
ACT	Air Cavalry Troop (DCS, G-3/5/7)
ACT-E	Analysis Control Team-Enclave (DCS, G-8)
ADACC	Air Defense Airspace Coordination Cell (DCS, G-8)
ADCON	Administrative Control (DCS, G-1)
ADES	Air Defense Engagement System (DCS, G-3/5/7)

ADLP	Army Distance Learning Program (DCS, G-3/5/7)
ADNET	Anti-Drug Network (DCS, G-3/5/7)
ADTS	Army Digital Training Strategy (DCS, G-8)
AEI	Army Enterprise Infostructure (DCS, G-6)
AETPG	Analysis, Experimentation, and Testing Planning Group (DCS, G-8)
AFAP	Army Family Action Plan (DCS, G-8)
AFAS	Advanced Field Artillery System (DCS, G-3/5/7)
AFFS-F	Army Field Feeding System-Future (DCS, G-4)
AFHC	Army Family Housing Construction (DCS, G-1)
AFHO	Army Family Housing Operations
AFIST XXI	Abrams Full Crew Interactive Simulation Trainer
AFPDA	Army Force Planning Data and Assumptions (DCS, G-4)
A-FSC	Army Field Support Command (DCS, G-4)
AFTB	Army Family Team Building (DCS, G-1)
AFTTP	Air Force Tactics Techniques and Procedures (DCS, G-3/5/7)
AG	Activity Group
AGES	Air/Ground Engagement System (DCS, G-3/5/7)
AGRI	Army National Guard Redesign Initiative (DCS, G-8)
AGRMIS	Active Guard Reserve Management Information System
AGSE	Air Ground Support Equipment (DCS, G-3/5/7)
AHB	Assault Helicopter Battalion (DCS, G-3/5/7)
AHRS	Attitude Heading Reference System (DCS, G-3/5/7)
AIAP	Army Information Assurance Program (DCS, G-6)
AIMP	Army Intelligence Master Plan (DCS, G-2)
AKE	Army Knowledge Enterprise (DCS, G-6/DCS, G-8)
AL	Address List (DCS, G-6)
ALCC	Army Land Component Command (DCS, G-8)
ALO	Air Liaison Officer (DCS, G-3/5/7) Authorized Levels of Organization (DCS, G-3/5/7)
AMCO	Aircraft Maintenance Company
AMPS	Aviation Mission Planning System (DCS, G-3/5/7)

AMT	Air Maneuver and Transport (DCS, G-8)
ANOSC	Army Network Operations and Security Center (DCS, G-6)
AOC	Air Operations Center
APADS	Aerial Precision Air Drop System
ARCS	Army Ration Credit System (DCS, G-4)
ARFOR	Army Forces (DCS, G-8)
ARI	Aviation Restructure Initiative (DCS, G-3/5/7)
ARISC	Army Reserve Intelligence Support Center (DCS, G-2)
ARL	Airborne Reconnaissance Low (DCS, G-2)
ARNORTH	Army Service Component to US Northern Command (DCS, G-3/5/7)
AROC	Army Requirements Oversight Council (DCS, G-8)
ARPA	Advanced Research Project Agency (ARNG)
ARS	Air Reconnaissance Squadron (DCS, G-3/5/7)
ARSOC	Army Special Operations Forces (DCS, G-8)
ARSTRUC	Army Structure (DCS, G-1)
ASA (FM&C)	Assistant Secretary of the Army (Financial Management & Comptroller) (DCS, G-8)
ASAS	All Source Analysis System (DCS, G-2)
ASB	Aviation Support Battalion
ASCIET	All Services Combat Identification Evaluation Team (DCS, G-2)
ASE	Aircraft Survivability Equipment (DCS, G-3/5/7)
ASETIV	Aircraft Survivability Equipment Trainer IV (DCS, G-3/5/7)
ASF	Aviation Support Facility (DCS, G-3/5/7)
ASMB	Area Support Medical Battalion (SURG)
ASPG	Army Strategy Planning Guidance (DCS, G-8)
ASR	Army Systems Review (DCS, G-8)
ASRU	Army Strategic Readiness Update
ASUA	Army Superior Unit Award (DCS, G-1)
AT	Antiterrorism (DCS, G-6)
AT&A	Air Traffic and Airspace (DCS, G-3/5/7)

ATACMS	Army Tactical Missile System (DCS, G-8)
ATCCS	Army Tactical Command and Control System (DCS, G-3/5/7)
ATCP	Army Transformation Campaign Plan (DCS, G-3/5/7)
ATGM	Anti-Tank Guided Missile (Stryker) (DCS, G-3/5/7/DCS, G-8)
ATHS	Airborne Target Hand-Over System (DCS, G-3/5/7)
ATKHB	Attack Helicopter Battalion (DCS, G-3/5/7)
ATLAS	All Terrain Lifter, Army (DCS, G-8)
ATO	Air Tasking Order (DCS, G-3/5/7) Army Transformation Office (DCS, G-8)
ATO-SPINS	Air Tasking Order–Special Instructions (DCS, G-3/5/7)
ATR	Army Transformation Roadmap (DCS, G-3/5/7/DCS, G-8)
ATS	Automated Tactical System (DCS, G-6)
ATSCOM	Air Traffic Services Command (DCS, G-3/5/7/DCS, G-8)
AUEL	Automated Unit Equipment List (DCS, G-4)
AWR	Air Worthiness Release Air Worthiness Report (DCS, G-8)
AWS	Automated Weapons System (DCS, G-6)
B	<u>RETURN TO TOP</u>
BBP	Best Business Practice (DCS, G-6)
BBPCT	Blocking, Bracing, Packing Crating and Tie-Down (DCS, G-4)
BC/BS	Battle Command/Battle Staff (DCS, G-8)
BCBST	Brigade Command and Battle Staff Training (DCS, G-3/5/7)
BCC	Brigade Coordination Cell (TRADOC Org) (DCS, G-3/5/7/DCS, G-8)
BCE	Battlefield Coordination Element (DCS, G-3/5/7)
BCOTM	Battle Command On The Move (DCS, G-8)
BCS3	Battle Command Service Support System Battle Command Sustainment Support System
BCT	Brigade Combat Team (DCS, G-8)
BDA	Battle Damage Assessment (DCS, G-2/DCS, G-3/5/7)
BFT	Blue Force Tracking (DCS, G-8)

BIC	Business Initiative Council (DCS, G-8)
BIREP	Biannual Inspection, Reconnaissance and Exercise Program (DCS-G-4)
BLEP	Battle Lab Experiment Plan (DCS, G-3/5/7)
BLOS	Beyond Line of Sight (DCS, G-8)
BMC2	Battle Management Command and Control (DCS, G-8)
BOA	Basis of Allocation
BOD	Board of Directors (DCS, G-3/5/7)
BP	Battlefield Position (DCS, G-3/5/7)
BSA	Brigade Support Area (DCS, G-3/5/7)
BSB	Brigade Support Battalion (DCS, G-8)
BSC	Balanced Scorecard (DCS, G-6/DCS, G-8) Battle Simulation Center (DCS, G-8)
C	RETURN TO TOP
CA	Certificate Authority (DCS, G-6) Certification Agent (DCS, G-6)
CAB	Command Aviation Battalion (DCS, G-3/5/7)
CAC	Command Aviation Company (DCS, G-3/5/7) Common Access Card (DCS, G-1/DCS, G-2/DCS, G-6)
CACDA	Combined Arms Combat Developments Activity (DCS, G-3/5/7)
CAC-T	Combined Army Center - Training (DCS, G-8)
CAPO	Contingency APO
CAS	Close Air Support (DCS, G-8)
CASB	Corps Aviation Support Battalion (DCS, G-3/5/7)
CASEVAC	Casualty Evacuation (DCS, G-3/5/7)
CAT	Crisis Action Team (DCS, G-3/5/7)
CATS	Combined Arms Training Strategies (DCS, G-8)
CBPS	Chemical/Biological Protective Shield (DCS, G-8)
CBRNE	Chemical, Biological Radiological Nuclear Explosive (DCS, G-6/DCS-G-8) Chemical, Biological, Radiological, Nuclear High Yield Explosive (DCS, G-3/5/7)
CBT	Common Bridge Transporter (DCS, G-8)

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CCA	Civilian Clothing Allowance (DCS, G-4)
CCR	Command Conference Room (SGS)
CCRC	Command and Control Research Program (DCS, G-8)
CCRTF	Combatant Commander's Requirements Task Force (DCS, G-3/5/7)
CD	Counterdrug (DCS, G-3/5/7)
CECAT	Capability Enhanced Combat Aviation Team (DCS, G-3/5/7)
CENDOC	Centralized Documentation (DCS, G-3/5/7/DCS, G-8)
CERTEX	Certification Exercise (DCS, G-3/5/7)
CFA	Chief Financial Act of 1990 (DCS, G-8)
CFP	Contingency Force Pool (DCS, G-3/5/7)
CGA	Command Grade Allocation (DCS, G-1)
CGS	Common Ground Station (DCS, G-8)
CHE	Container-Handling Equipment
CHU	Container Handling Unit (DCS, G-8)
CI&IOPS	Counter Intelligence and Interrogation Operations Workstation (DCS, G-8)
CIC	Commander's Information Console (DCS, G-8)
CID	Criminal Investigation Division (DCS, G-6)
CIP	Civil Infrastructure Plan (DCS, G-3/5/7) Clothing Issue Point (DCS, G-4)
CJB	Congressional Justification Book (DCS, G-3/5/7)
CJTF-EX	Combined Joint Task Force Exercise (DCS, G-6)
CL	Combat Load (DCS, G-8) Configured Load (DCS, G-8)
CLAS	Central Level Application Software Common Level of Service (DCS, G-8)
CLU	Command Launch Unit (DCS, G-8)
CM	Chemical Collection Management Cuban Migrants (DCS, G-3/5/7)
CMA	Clothing Monetary Allowance (DCS, G-4)
CMOD	Civilian Manpower Obligation Data (DCS, G-8)
CMR	Conditional Material Release (DCS, G-8)

CNA	Computer Network Attack (DCS, G-8)
CND	Computer Network Defense (DCS, G-6/DCS, G-8)
CNO	Computer Network Operations (DCS, G-6)
COA	Course of Action
COBRA	Cost of Base Realignment Action (DCS, G-1)
COCOM	Combatant Commander
COE	Center of Excellence Contemporary Operating Environment
COFT	Conduct of Fire Trainer (DCS, G-3/5/7)
COG	Current Operations Group (DCS, G-3/5/7)
COMPO 1	Component, Active Army (DCS, G-3/5/7)
COMPO 2	Component, Army National Guard (DCS, G-3/5/7)
COMPO 3	Component, US Army Reserve (DCS, G-3/5/7)
COMPO 4	Unresolved Units (SURG) Component Four, Unresourced Force Structure Requirements (DCS, G-2)
CONOPS	Contingency Operations (DCS, G-3/5/7/DCS, G-8)
CONPLAN	Concept Plan Concept of Operation Plan
COP	Common Operating Picture (DCS, G-2) Command Observation Platform (SGS)
COREDOC	Core Document (DCS, G-1)
CORTRAIN	Corps and Division Training Coordination Program (DCS, G-3/5/7)
CPOF	Command Post of the Future (DCS, G-8)
CRAF	Civil Reserve Air Fleet
CRC	Construction Requirements Committee (DCS, G-4)
CROP	Container Role-In/Role Out Platforms
CRP	Command Readiness Program (DCS, G-3/5/7)
CRT	Combat Repair Team (DCS, G-8)
CSB	CONUS Sustaining Base (DCS, G-3/5/7)
CSG	Corps Support Group (DCS, G-4) Cryptologic Support Group (DCS, G-2)
CSO	Clothing and Services Office

CSR	Command Support Requirements (SGS)
CSS	Central Security Service (DCS, G-2)
CSSC	Combat Service Support Company
CST	Civil Support Team (DCS, G-3/5/7)
CT	Counterterrorism (DCS, G-6)
CTA 50-900	Common Table of Allowances, Clothing and Individual Equipment
CTA 50-909	Field and Garrison Furnishings and Equipment (DCS, G-4)
CTA 50-970	Expendable/Durable Items (Less Medical, Class V, Repair Parts and Heraldic Items) (DCS, G-3/5/7)
CTA 8-100	Army Medical Department Expendable/Durable Items
CTD	Concept Technology Development (DCS, G-8)
CTE	Collective Training Exercise (DCS, G-8)
CTEP	Counter Terrorism Enhancement Program
CV	Command Vehicle (Stryker) Commander's Vehicle (DCS, G-8)
CVT	Compliance Verification Team (DCS, G-6)
CWT	Customer Wait Time (DCS, G-8)
CYBIS	Cyber Based Instructional Systems
D	RETURN TO TOP
D&M	Detection and Monitoring (DCS, G-3/5/7)
DA	Directed Action (DCS, G-8)
DACG	Departure Airfield Control Group
DACOWITS	Defense Advisory Council on Women in the Services
DAG	Division Artillery Group
DARPA	Defense Advance Research Project Agency (DCS, G-8)
DART	Document Assessment and Review Team (DCS, G-8) Documentation Assistance and Review Team (DCS, G-3/5/7)
DAVS	Deployment Asset Visibility System (DCS, G-4)
DB	Digital Bridge
DBLS	Distribution Based Logistics System (DCS, G-8)
DBMS	Defense Business Management System
DBSP	Distributed Battle Simulation Program (ARNG)

DBST	Digital Battle Staff Training (DCS, G-8)
DCE	Distributed Computing Environment (DCS, G-6/DCS, G-8)
DCPS	Defense Civilian Pay System (DCS, G-8/DCS, G-1)
DCTS	Defense Collaboration Tool Suite (DCS, G-6)
DCU	Desert Camouflage Uniform (DCS, G-4)
DCX	Division CAPSTONE Exercise (DCS, G-8)
DDR	Drug Demand Reduction (DCS, G1)
DDSM	Defense Distinguished Service Medal (DCS, G-1)
DEL	Deployment Equipment List (DCS, G-4) Displaced Employee List (DCS, G-1)
DEP&S	Drug Enforcement Policy and Support (DCS, G-3/5/7)
DEPMEDS	Deployable Medical Systems (SURG)
DFA	Dining Facility Attendants (DCS, G-4)
DI	Document Integrator (DCS, G-3/5/7)
DICE	Deployed Interoperability Communications Exercise (DCS, G-6)
DID	Data Item Description (DCS, G-4) Defense in Depth (DCS, G-6)
DIMA	Director, Installation Management Agency Drilling Individual Mobilization Augmentee
DIS	Distributed Interactive Simulation (DCS, G-6)
DISE	Division Intelligence Support Element
DITCO	Defense Information Technology Contracting Organization (DCS, G-8)
DITSCAP	DOD Information Technology Security Certification and Accreditation Process (DCS, G-6)
DITY VAP	Do-it-Yourself Vulnerability Assessment Program (DCS, G-6)
DIV (EX)	Division (Exercise)
DIV (IT)	Division (Institutional Training)
DIV (E)	Division (Enhanced) (DCS, G-3/5/7)
DKET	Deployable KU-Band Earth Terminal (DCS, G-8)
DLEA	Drug Law Enforcement Agency (DCS, G-3/5/7)
DMC	Defense Movement Coordinators (DCS, G-4)

DMIS	Defense Management Information System (DCS, G-8)
DMPRC	Digital Multi Purpose Range Complex (DCS, G-8)
DMRD	Defense Management Review Decision (DCS, G-8)
DMZ	Demilitarized Zone (DCS, G-6)
DNA	Deoxyribonucleic Acid (SURG)
DOCC	Deep Operations Coordination Cell (DCS, G-3/5/7)
DODEPC	DOD Emergency Preparedness Course (DCS, G-3/5/7)
DODRDB	DOD Resources Data Base (DCS, G-3/5/7)
DOTMLP	Doctrine, Organizations, Training, Material, Leadership and Education, Personnel, and Facilities
DP	Determined Promise (DCS, G-6)
DPSC	Defense Personnel Support Center (DCS, G-4)
DRCS	Director of Reserve Component Support
DRU	Direct Reporting Unit (DCS, G-6)
DSA	Division Support Area
DSB	Deployment Support Brigade (DCS, G-4)
DSGS	Deputy Secretary of the General Staff (DSGS)
DSI	Defense Simulations Internet (DCS, G-3/5/7)
DSSM	Defense Superior Service Medal (DCS, G-1)
DST	Deployment Support Team (DCS, G3)
DTF	Digital Training Facility (DCS, G-8)
DTMS	Digital Training Management System (DCS, G-8)
DTS	Defense Travel System
DTSS	Digital Topographic Support System (DCS, G-8)
DWS	Digital Warrior School (DCS, G-8)
E	RETURN TO TOP
EA	Engagement Area (DCS, G-3/5/7)
EAATS	Eastern Area Training Site (DCS, G-3/5/7)
EAB	Echelon Above Brigade (DCS, G-8)
EAD	Earliest Arrival Date (DCS, G-2) Entry on active duty
ECL	Estimated Combat Load (DCS, G-8)
ECR	Executive Conference Room (SGS)

ECOD	Estimated Cost of Damage (DCS, G-4)
ECP	Engineering Change Proposal (DCS, G-4)
EDATE	Effective Date (DCS, G-3/5/7/DCS, G-8)
EDMIS	Education Management Information System (DCS, G-1)
EECP	Early Entry Command Post (DCS, G-8)
EHF	Extremely High Frequency (DCS, G-8)
EMUT	Enhanced Manpack UHF Terminals (DCS, G-6)
EOIS	Employee Owned Information System (DCS, G-6)
EPDF	Enlisted Personnel Dining Facility (DCS, G-4)
EPIC	El Paso Intelligence Center (DCS, G-3/5/7)
EPLO	Emergency Preparedness Liaison Officer (DCS, G-3/5/7)
EQB	Environmental Quality Board (DCS, G-1)
ERUP	Immediate Reenlistment Prohibition code (DCS, G-1)
ESB	Enhanced Separate Brigade
ESC	Executive Steering Committee (DCS, G-8)
ESP	Equipment Survey Program (DCS, G-3/5/7)
ESV	Engineer Squad Vehicle (Stryker)
EWO	Electronic Warfare Officer (DCS, G-3/5/7)
EXFOR	Experimental Force (DCS, G-3/5/7)
F	RETURN TO TOP
FAARP	Forward Area Arming and Refuel Point (DCS, G-4)
FAC	Forward Air Controller (DCS, G-3/5/7)
FAP	Family Advocacy Program (DCS, G-1)
FARE	Forward Area Refueling Equipment (DCS, G-4)
FARP	Forward Arming and Refueling Point (DCS, G-3/5/7)
FASA	Federal Acquisition Streamlining Act (DCS, G-4)
FAST	Field Assistance in Science and Technology (Sci Adv)
FAU	Force Augmentation Unit (DCS, G-3/5/7) FORSCOM Augmentation Unit (DCS, G-2)
FBCB2	Force XXI Battle Command Brigade and Below
FC	FORSCOM
FC2S	FORSCOM Command and Control System (DCS, G-6)

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FCA	Foreign Counterintelligence Activity (DCS, G-2) Functional Cost Accounts (DCS, G-8)
FCS	Future Combat System (DCS, G-6/DCS, G-8)
FCSWPTS	FORSCOM Centralized Salt Water Purification Training Site (DCS, G-4)
FDO	Fire Direction Officer Force Deterrent Option (DCS, G-3/5/7)
FDU	Force Design Update (DCS, G-8) Force Development Update (DCS, G-3/5/7)
FEAST	Forced Entry Airdroppable Satellite Terminal (DCS, G-6)
FEAT	FORSCOM Equipment Authorization Team
FEB	Field Exercise Brigade (DCS, G-3/5/7) Flight Evaluation Board (DCS, G-3/5/7)
FEPP	FORSCOM Excess Prevention Program (DCS, G-4)
FES	Forced Entry Switch (DCS, G-6)
FFS	Full Food Service (DCS, G-4)
FIF	FORSCOM Investment Fund (DCS, G-1)
FIOP	Family of Interoperable Pictures (DCS, G-8)
FLIR	Forward Looking Infrared (DCS, G-3/5/7/DCS, G-8)
FMR	Full Material Release (DCS, G-8)
FMRC	FORSCOM Materiel and Redistribution Center
FOA	Field Organization Assessment (DCS, G-4)
FOB	Forward operating base
FOC	FORSCOM Operations Center (DCS, G-3/5/7)
FORDSYS	FORSCOM Data Systems (DCS, G-6)
FORMAL	Force Management Analysis Review (DCS, G-8)
FORMDEPS	FORSCOM Mobilization and Deployment Planning System
FP/AT	Force Protection/Anti Terrorism (DCS, G-3/5/7)
FPAT	Force Protection Assessment Team (DCS, G-6)
FPBG	FORSCOM Program Budget Guidance
FPTM	FORSCOM Petroleum Training Module (DCS, G-4)
FRC	FORSCOM Redistribution Center (DCS, G-4)
FSB	Force Status Brief (DCS, G-3/5/7)
FSP	Force Support Package

FSV	Fire Support Vehicle (Stryker)
FTCP	FORSCOM Transformation Campaign Plan (DCS, G-8)
FTG	Field Training Group
FTO	FORSCOM Transformation Office (DCS, G-8)
FTSMC	Full-Time Support Management Center (USAR ADV)
G	<u>RETURN TO TOP</u>
GAMDF	Global Air and Missile Defense Forces (DCS, G-6/DCS, G-8)
GASB	General Aviation Support Battalion (DCS, G-3/5/7)
GCCS-J	Global Command and Control System – Joint (DCS, G-6)
GFRE	Ground Force Readiness Enhancement (DCS, G-3/5/7)
GIG	Global Information Grid (DCS, G-6)
GOIS	Government Owned Information System V (DCS, G-6)
GOMO	General Officer Management Office (DCS, G-1)
GOWG	General Officer Working Group (DCS, G-3/5/7)
GPD	Gallon Per Day (DCS, G-4)
GPH	Gallon Per Hour (DCS, G-4)
GRS	Ground Surveillance Radar (DCS, G-2)
GSE	Ground Support Equipment (DCS, G-3/5/7)
GTMO	Guantanamo Bay, Cuba
GWOT	Global War On Terrorism (DCS, G-8)
H	<u>RETURN TO TOP</u>
HEAB	High Explosive Air Burst (DCS, G-8)
HEMIT	Heavy Expanded Mobility Tactical Truck (DCS, G-8)
HICON	Higher Command
HIDTA	High Intensity Drug Trafficking Area (DCS, G-3/5/7)
HIMARS	High Mobility Artillery Rocket System
HLD	Homeland Defense (DCS, G-6)
HLS	Homeland Security (DCS, G-6)
HM	Haiti Migrants (DCS, G-3/5/7)
HSM	Humanitarian Service Medal (DCS, G-1)
HSOC	Home Station Operation Center (DCS, G-8)

HSSA	Health Services Support Area (SURG)
HST	Home Station Training (DCS, G-8)
HSV	High Speed Vehicle (DCS, G-8)
I	RETURN TO TOP
I3A	Installation Information Infrastructure Architecture (DCS, G-8)
IAC	Information Analysis Center (DCS, G-3/5/7)
IAM	Information Assurance Manager (DCS, G-6)
IANM	Information Assurance Network Manager (DCS, G-6)
IANO	Information Assurance Network Officer (DCS, G-6)
IAPM	Information Assurance Program Manager (DCS, G-6)
IASO	Information Assurance Security Officer (DCS, G-6)
IAV	Interim Armored Vehicle (DCS, G-8)
IAVA	Information Assurance Vulnerability Alert (DCS, G-6)
IAVB	Information Assurance Vulnerability Bulletin (DCS, G-6)
IAVM	Information Assurance Vulnerability Management (DCS, G-6)
IBCT	Interim Brigade Combat Team (DCS, G-8)
IBOD	Installation Board of Directors (DCS, G-8)
ICDT	Intercomponent Data Transfer
ICITAP	International Criminal Investigation Training and Assistance Program (DCS, G-3/5/7)
ICLS	Integrated Contractor Logistics Support (DCS, G-8)
ICMOP	Integrated CONUS Medical Operations Plan (SURG)
ICP	Incremental Change Package (DCS, G-3/5/7)
ICV	Infantry Carrier Vehicle (Stryker Variant) (DCS, G-8)
IDM	Improved Data Modem
IFA	Installation Food Advisor (DCS, G-4)
IFRF	Individual Flight Records Folder
IHMEE	Interim High Mobility Engineer Excavator (DCS, G-8)
IIK/IIKS	Issue In Kind/Issue In Kind System (DCS, G-4)
IIR	Initial Impressions Report (DCS, G-8)

ILAP	Integrated Logistics Analysis Program (DCS, G-4)
IMA	Installation Management Agency (DCS, G-8)
IMCP	Internal Management Control Program (IG)
IMETS	Integrated Meteorological System (DCS, G-8)
IMI	Interactive Multimedia Instruction (DCS, G-8)
IMINT	Imagery Intelligence (DCS, G-2)
IMR	Interim Material Release (DCS, G-8)
IMSU	Installation Medical Support Unit (SURG)
IOT&E	Initial Operational Test and Evaluation (DCS, G-8)
IOVAD	Information Operations Vulnerability Assessments Division (DCS, G-6)
IPAR	Installation Performance Assessment Rewards (DCS, G-1)
IPAT	Implementation Process Action Team Integrated Process Action Team (DCS, G-8)
IPDS	Inland Petroleum Distribution System (DCS, G-8)
IPL	Integrated Priority List (DCS, G-8)
IRMIS	Integrated Resource Management Information System (DCS, G-8)
ISB	Immediate Staging Base (DCS, G-8)
ISE	Intelligence Support Element (DCS, G-2)
ISL	Installation Sequence List (DCS, G-3/5/7)
ITRM	Individual Training Resource Model
J	RETURN TO TOP
JAC	Job Assistance Center Joint Analysis Center (DCS, G-2)
JC2	Joint Command and Control (DCS, G-8)
JCAS	Joint Close Air Support (DCS, G-6)
JCCBI	Joint Committee on Computer Based Instruction
JCDE	Joint Concepts Development and Experimentation
JCIDS	Joint Capabilities and Integration Development System
JCSE	Joint Communications Support Element (DCS, G-8)
JE	Joint Experimentation
JFACC	Joint Force Air Component Command (DCS, G-3/5/7)

JFC	Joint Force Command
JFLCC	Joint Force Land Component Command (DCS, G-3/5/7)
JFMCC	Joint Force Maritime Component Command (DCS, G-3/5/7)
JFRG II	Joint Forces Requirements Generator Two (DCS, G3)
JIC	Joint Intelligence Center (DCS, G-2)
JIM	Joint Interagency and Multinational (DCS, G-6)
JKMIWG	Joint Key Management Infrastructure Working Group (DCS, G-6)
JLWI	Joint Logistics Warfighting Initiative (DCS, G-4)
JMD	Joint Manning Document (DCS, G-3/5/7)
JMICS	JWICS Mobile Intelligence Communications System (DCS, G-2)
JMMO	Joint Medical Mobilization Office (SURG)
JMP	Joint Management Program (DCS, G-1)
JMUA	Joint Meritorious Unit Award (DCS, G-1)
JNMS	Joint Network Management System (DCS, G-6)
JNTC	Joint National Training Center/Capability (DCS, G-6)
JOC	Joint Operating Concept
JOPES	Joint Operations Planning and Execution System (DCS, G-3/5/7)
JP	Jet Petroleum
JPG	Joint Planning Group (DCS, G-3/5/7)
JQRR	Joint Quarterly Readiness Review
JRTC-OIS	Joint Readiness Training Center-Objective Instrumentation System
JSAM	Joint Service Achievement Medal (DCS, G-1)
JSAT	Joint Simulation Assessment Team (DCS, G-3/5/7)
JSCM	Joint Service Commendation Medal (DCS, G-1)
JSEAD	Joint Suppression of Enemy Air Defense (DCS, G-3/5/7)
JSTARS	Joint Surveillance Target Attack Radar System
JSTE	Joint System Training Exercise (DCS, G-6)
JTAMD	Joint Theater Air and Missile Defense (DCS, G-6)
JTF-CM	Joint Task Force – Consequence Management (DCS, G-

3/5/7)

JTIDS	Joint Tactical Information Distribution System
JTRS	Joint Tactical Radio System (DCS, G-8)
JUICE	Joint User Interoperability Communications Exercise (DCS, G-6)
JWID	Joint Warrior Interoperability Demonstration (DCS, G-6)
JWRMAG	Joint Water Resources Management Action Group (DCS, G-4)
K	RETURN TO TOP
KCI	Keep the Commander Informed (SGS)
KCR	Kerwin Conference Room (SGS)
KMEC	Key Management Executive Committee (DCS, G-6)
KMI	Key Management Infrastructure (DCS, G-6)
L	RETURN TO TOP
LAM	Louisiana Maneuvers (DCS, G-3/5/7)
LB	Logistics Preparation of the Battlefield (DCS, G-4)
LBA	Longbow Apache
LCERT	Local Computer Emergency Response Team (DCS, G-6)
LCMS	Local COMSEC Management Software (DCS, G-6)
LCOP	Logistics Common Operating Picture (DCS, G-4)
LCPS	Low Cost Parachute System
LCU	Landing Craft Utility (DCS, G-4)
LEA	Law Enforcement Agency (DCS, G-3/5/7)
LIA	Logistics Integration Agency (DCS, G-4)
LIC	Low Intensity Conflict (DCS, G-3/5/7)
LIDB	Logistics Integrated Data Base (DCS, G-4)
LM	Legion of Merit (DCS, G-1)
LO	Line of Operations
LOA	Lead Operational Agent Lead Operational Authority (DCS, G-3/5/7)
LOGPAC	Logistics Package (DCS, G-8)
LOSAT	Line-of-Sight Anti-Tank (DCS, G-8)
LRA	Local Redevelopment Authority (DCS, G-1)

LRAS-3	Long Range Advanced Scout Surveillance System (DCS, G-8)
LRC	Learning Resource Center (DCS, G-1)
LSD	Large Screen Display
LSV	Logistics Support Vessels (DCS, G-4)
LUH	Light Utility Helicopter
LVAD	Low Velocity Air Drop
LVOSS	Light Vehicle Obscurant Smoke System (DCS, G-8)
LWLR	Light Weight Laser Rangefinder (DCS, G-8)
M	RETURN TO TOP
MADCAP	Mobilization and Deployment Capability Assurance Project (DCS, G-3/5/7)
MART	Manpower Assistance and Review Team (DCS, G-1)
MBSAD	Mobilization Station Arrival Date (DCS, G-3/5/7)
MC	Mortar Carrier (Stryker)
MCB	Managing Civilians to Budget (DCS, G-1)
MCO	Major Combat Operations (DCS, G-8)
MCOFT	Mobile Conduct Of Fire Trainer (DCS, G-3/5/7)
MCTC	Maneuver Combat Training Center (DCS, G-8)
MDATE	Mobilization Date
MDMP	Military Decision Making Process (DCS, G-8)
MDS	mission, design, series
MEADS	Medium Extended Air Defense System (DCS, G-8)
MES	Medical Equipment Set (SURG)
MEV	Medical Evacuation Vehicle (Stryker Variant) (DCS, G-8)
MF2K	Medical Force 2000 (SURG)
MFD	Multifunction Display
MGS	Mobile Gun System (Stryker) (DCS, G-8)
MICLIC	Mine Clearing Line Charge (DCS, G-8)
MICOS	Management Information Control Systems Conference (Stryker)
MID	Management Initiative Decision
MILPC	Military Personnel Requirements Report (DCS, G-1)

MILPER	Military Personnel
MMS	Mast Mounted Sight (DCS, G-4) Medical Material Set (SURG)
MNF	Multinational Force
MOADS	Maneuver Oriented Ammunition Distribution System (DCS, G-4)
MOBLAS	Mobilization Level Application Software
MOVSM	Military Outstanding Volunteer Service Medal (DCS, G-1)
MPE	Miscellaneous Processing Equipment (DCS, G-6)
MPES	Mobilization Planning & Execution System (DCS, G-3/5/7)
MPRC	Multipurpose Range Complex (DCS, G-3/5/7)
MRC	Major Regional Contingency (DCS, G-3/5/7)
MRE	Mission Rehearsal Exercise (DCS, G-8)
MRI	Medical Reengineering Initiative (SURG)
MS-3	Manpower Staffing Standards System (DCS, G-1)
MSCA	Military Support to Civil Authorities (DCS, G-3/5/7)
MSCD	Military Support to Civil Defense (DCS, G-3/5/7)
MSCDIS	Military Assistance Civil Disturbance (DCS, G-3/5/7)
MST	Maintenance Support Team
MSTF	Mission Support Training Facility (DCS, G-8) Multiple Simulation Training Facility
N	<u>RETURN TO TOP</u>
NACIC	National Agency Check with Credit Check and Written Inquiries (DCS, G-6)
NBC-RV	Nuclear, Biological, Chemical - Reconnaissance Vehicle (Stryker Variant) (DCS, G-8)
NCR	National Capitol Region (DCS, G-3/5/7) National Cryptologic Representative (DCS, G-2)
NCRM	Non-rated Crewmember
NCW	Network Centric Warfare (DCS, G-8)
NDCS	National Drug Control Strategy
NERO	Northeast Regional Office (of IMA)
NETCOM	Network Enterprise Technology Command (DCS, G-6/DCS, G-8)

NFPA	National Fire Protection Association
NGV	Natural Gas Vehicle (DCS, G-4)
NIAP	National Information Assurance Partnership (DCS, G-6)
NIFC	National Interagency Fire Center
NIMA	National Imagery and Mapping Agency (DCS, G-2)
NOC-V	Network Operations Center - Vehicle (DCS, G-8)
NORTHCOM	US Northern Command (Homeland Security)
NOSC	Network Operations and Security Center (DCS, G-6)
NSSE	National Special Security Events (DCS, G-3/5/7)
NTC-OIS	National Training Center-Objective Instrumentation System
NTDR	Near Term Digital Radio (DCS, G-8)
NULO	Negative Unliquidated Obligation (DCS, G-8)
NWRO	Northwest Regional Office (of IMA)
O	RETURN TO TOP
OA	Operating Agency (DCS, G-8)
OCLL	Office of Congressional Legislative Liaison (SGS)
OLC	Oak Leaf Cluster (DCS, G-1)
OMNET	Operator Maintenance New Equipment Training
ONS	Operational Needs Statement
OPAS	Off Post Area Support (DCS, G-8)
OPG	Operations Planning Group (DCS, G-3/5/7)
OPNET	Operator New Equipment Training
OPR	Officer Performance Report (USAF)
OR	Operational Readiness
ORHA	Organization for Reconstruction and Humanitarian Assistance (DCS, G-8)
OSA	Operational Support Airlift
OSACOM	Operational Support Airlift Command
P	RETURN TO TOP
PADS	Position Azimuth Determining System (DCS, G-8)
PAED	Program Analysis and Evaluation Directorate (DCS, G-8)
PAT	Process Action Team

PED	Personal Electronic Device (DCS, G-6) Portable Electronic Device (DCS, G-6)
PEO	Peace Enforcement Operations (DCS, G-3/5/7)
PERSTEMPO	Personnel Tempo (DCS, G-1)
PPF	Partnership for Peace (DCS, G-3/5/7)
PGS	Precision Gunnery System
PID	Plan Identification (DCS, G-2)
PIM	Personnel Information Management (DCS, G-1)
PK	Peacekeeping (DCS, G-3/5/7)
PLATO	Programmed Logic for Automated Training Operation
PLS	Palletized Load System (DCS, G-4)
PM SET-D	Product Manager Secure Electronic Transactions Devices (DCS, G-6)
PMC	Personnel Management Center (DCS, G-1)
PMMTI	Post Mobilization Maneuver Training Initiative
PO	Permanent Order (DCS, G-3/5/7)
PPC4I	Power Projection Command, Control, Communications and Computers Infrastructure (DCS, G-6)
PPG	Personnel Priority Group (DCS, G-3/5/7)
PPP	Power Projection Platform (DCS, G-8)
PPS	Personnel Information System Processing Activity Ports, Protocols, and Services (DCS, G-6)
PRF	Promotion Recommendation Form (USAF)
PRIME	Precision Range Integrated Maneuver Exercise
PRISM	Personnel Readiness Integrated Sources Management (DCS, G-1)
PRM	Personnel Readiness Management (DCS, G-1)
PSD	Personnel Services Detachment (DCS, G-1)
PSP	Power Support Platform
PSS	Personnel Service Support (DCS, G-1)
PTDY	Permissive TDY
PVO	Private Volunteer Organizations
PZ	Pickup Zone

Q	<u>RETURN TO TOP</u>
QTA	Quick Turn Around (SGS)
R	<u>RETURN TO TOP</u>
RADIUS	Remote Authentication Dial-in User System (DCS, G-6)
RAH	Reconnaissance Attack Helicopter
RAID	Reconnaissance and Interdiction Detachment
RAM	Random Access Memory
RAS	Remote Access Server (DCS, G-6)
RC	Reconnaissance Cargo Airplane
RCAS	Reserve Component Automation System (USAR Adv)
RCCC	Reserve Component Coordination Council (DCS, G-3/5/7) Reserve Component Career Counselor
RCERT	Regional Computer Emergency Response Team (DCS, G-6)
RCIO	Regional Chief Information Officer (DCS, G-6)
REFRAD	Return from Active Duty
REPLO	Regional Emergency Preparedness Liaison Office (FEMA LNO)
RFI	Rapid Fielding Initiative (DCS, G-8)
RFS	Resource Formulation System (DCS, G-8)
ROC	Regional Operations Center (FEMA) Resource Organization Code (DCS, G-8)
ROE	Rules of Engagement
RPA	Readiness Predictive Analyzer Reserve Personnel Appropriation (DCS, G-1)
RPM	Real Property Maintenance (DCS, G-4)
RRC	Regional Readiness Command (formerly RSC) Requirements Review Council (DCS, G-8)
RS	ROVING SANDS (DCS, G-3/5/7)
RSO&I	Reception, Staging, Onward Movement and Initiative (DCS, G-3/5/7)
RST	Resource Support Team (DCS, G-8)
RSTA	Reconnaissance, Surveillance, Target Acquisition (DCS, G-8)
RTB	Readiness Training Brigade (DCS, G-3/5/7)

RTCC	Rough Terrain Container Carrier (DCS, G-8)
RTCH	Rough Terrain Container Handler (DCS, G-8)
RTD	Regional Training Detachment (DCS, G-3/5/7) Resident Training Detachment
RTF	Ready to Fight
RTS-IARISC	Regional Training Site-Intelligence Army Reserve Intelligence Support Center (DCS, G-2)
RTS-MAINT	Regional Training Site-Maintenance (DCS, G-4)
RTS-MED	Regional Training Site-Medical (SURG)
RTT	Regional Training Team (DCS, G-3/5/7)
RV	Reconnaissance Vehicle (Stryker Variant) (DCS, G-8)
RW	Rotary Wing
RWS	Reconfigurable Work Station (DCS, G-8) Remote Weapons Station (Stryker) (DCS, G-8)
S	<u>RETURN TO TOP</u>
SA	Situational Awareness Systems Administrator (DCS, G-6)
SAAMS	Special Assignment Air Mission System (DCS, G-8)
SAEDA	Subversion and Espionage Directed Against US Army and Deliberate Security Violations (DCS, G-2)
SAFM-CES	US Army Secretary of the Army, Cost and Economics (vice CEAC)
SAG	Sub-Activity Group (DCS, G-8)
SBCT	Stryker Brigade Combat Team (DCS, G-8)
SBE	Stay Behind Equipment (DCS, G-4)
SBF	Support By Fire
SBR	Stand-By Reserve
SCMA	Summary Court Martial Authority
SDN	Standard Document Number (DCS, G-8)
SEAD	Suppression Of Enemy Air Defense
SELR	Senior Environmental Leadership Review (DCS, G-1)
SEP	Special Emphasis Program (DCS, G-8) System Enhancement Program
SERO	Southeast Regional Office (of IMA)

SFP	Strategic Force Package (DCS, G-3/5/7)
SICPS	Standard Integrated Command Post System
SII	Suitability Investigative Index (DCS, G-6)
SIMITAR	Simulations in Training for Advanced Readiness (DCS, G-3/5/7) See DBSP
SIO	Synchronizing Intermediate Objective (DCS, G-8)
SITMAN	Situation Manual (DCS, G-3/5/7)
SLAMRAAM	Surface Launched Advanced Medium Range Air-to-Air Missile (DCS, G-8)
SLSG	Senior Level Steering Group
SM	Soldier's Medal (DCS, G-1)
SMC	Senior Mission Commander (DCS, G-8)
SMFT	Semi-Trailer Mounted Fabric Tank (DCS, G-4)
SOCAD	Service members Opportunity College Associate Degree (DCS, G-1)
SOT	Support to Organization Training
SP	Standardization Instructor Pilot
SPS	Sharepoint Portal Services (DCS, G-6)
SPV	Subsistence Prime Vendor (DCS, G-4)
SPVI	Subsistence Prime Vendor Interpreter (DCS, G-4)
SR	Standardization Representative (DCS, G-6)
SRB/TSRB	Selective Reenlistment Bonus/Targeted SRB
SRM	Sustainment, Restoration, and Modernization (formerly RPM) (DCS, G-8)
SRS	Strategic Readiness System (DCS, G-6)
SSA	Supply Support Activity (DCS, G-4)
SSAA	System Security Authorization Agreement (DCS, G-6)
SSC	Small Scale Contingency (DCS, G-8)
SSCOM	Soldier Systems Command
SSE	Sensitive Site Exploitation (DCS, G-8)
SSTOL	Super Short Take Off and Landing (DCS, G-8)
STIG	Security Technical Implementation Guide (DCS, G-6)
STOW	Synthetic Theater of War (DCS, G-3/5/7)

SWB	Southwest Border
SWRO	Southwest Regional Office (of IMA)
T	RETURN TO TOP
TAA	Tactical Assembly Area
TACOPS	Tactical Operations
TACP	Tactical Air Control Party (DCS, G-8)
TADIL	Tactical Digital Information Link
TADLP	Total Army Distance Learning Program (DCS, G-8)
TAM	Training Assessment Model (DCS, G-3/5/7)
TAO	Transition Assistance Office (DCS, G-1)
TARO	Theater Army Replacement Operation (DCS, G-1)
TBMCS	Theater Battle Management Core System (DCS, G-8)
TCACCIS	Transportation Coordinator Automated Command and Control Information System
TCP	Transformation Campaign Plan (DCS, G-8)
TELEMED	Telemedicine (SURG)
TES	Tactical Exploitation System (DCS, G-2)
TIMP	Total Inventory Management Program (DCS, G-4)
TIS	Transportation Information Systems (DCS, G-4)
TJTN	Theater Joint Tactical Network (DCS, G-6)
TNOSC	Theater Network Operations and Security Center (DCS, G-6)
TOPS	Transportation Operational Personal Property Standard (DCS, G-4)
TOW	Tube Launched Optically Tracked Wire Guided Missile
TP/TA	Transition point/transition activity
TPG	Transformation Planning Guidance
TRM	Training Resource Model (DCS, G-3/5/7)
TRO	Training and Readiness Oversight (USAR Adv)
TSB	Training Support Brigade (ARNG)
TSBn	Training Support Battalion (ARNG)
TSD	Training Support Division (ARNG)
TSM	Transition Services Manager (DCS, G-1)

TSP	Training Support Package (DCS, G-8)
TSS	Transition Services Specialist (DCS, G-1)
TSV	Theater Support Vessel (DCS, G-8)
TUAV	Tactical Unmanned Aerial Vehicle (DCS, G-3/5/7)
TUAV	Tactical Unmanned Aerial Vehicle (DCS, G-8)
	Tuition Assistance (DCS, G-1)
TWDS	Tactical Water Distribution System (DCS, G-4)
TWGSS	Tanks Weapons Gunnery Simulation System
TXN	Transformation
U	<u>RETURN TO TOP</u>
UA	Unit of Action (DCS, G-8)
	Utility Airplane
UBL	Unit Basic Load (DCS, G-4)
UD	Unified Defense (DCS, G-6)
UDL	Unit Deployment List (DCS, G-4)
UE	UNIFIED ENDEAVOR (DCS, G-3/5/7)
	Unit of Employment
UFL	ULCHI FOCUS LENS (DCS, G-3/5/7)
UFTP	Unit Fielding and Training Program
UH	Utility Helicopter
UNMIH	United Nations Mission in Haiti
USAASA	US Army Aeronautical Services Agency
USACOMUSJFCOM	US Atlantic Command US Joint Forces Command (DCS, G-2)
USF	Unit Set Fielding
UTC	Unit Type Code
V	<u>RETURN TO TOP</u>
VAT	Vulnerability Assessment Technician (DCS, G-6)
VHF	Very High Frequency
VIS	Vendor Integrity Statement (DCS, G-6)
VM	Velocity Management (DCS, G-4)
VoIP	Voice over Internet Protocol (DCS, G-6)
VPN	Virtual Private Network (DCS, G-6)

W	<u>RETURN TO TOP</u>
WAATS	Western Area Training Site
WCF	Working Capital Fund
WEAR	Wartime Executive Agency Requirements (DCS, G-3/5/7)
WebTAADS	Web-based The Army Authorization Document System (DCS, G-3/5/7)
WinTAADS	Windows-based The Army Authorization Document System (DCS, G-3/5/7)
WLAN	Wireless Local Area Network (DCS, G-6)
WSDS	Water Storage Distribution System (DCS, G-4)
WWP	Worldwide Prepo (DCS, G-4)
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